

FORMER BODDINGTONS
BREWERY SITE



GREEN
QUARTER



LOWER
IRK VALLEY



COLLYHURST



MEDIEVAL
QUARTER



NOMA



NEW CROSS



ANCOATS



SALFORD CENTRAL
AND GREENGATE



RETAIL CORE



NORTHERN
QUARTER



NEW
ISLINGTON



SPINNINGFIELDS



CENTRAL
BUSINESS
DISTRICT



CIVIC
QUARTER



CHINATOWN



KAMPUS



PICCADILLY



ST JOHN'S



THE VILLAGE



PETERSFIELD



NORTH CAMPUS



MAYFIELD



WATER
STREET



CASTLEFIELD



FIRST STREET



GREAT JACKSON
STREET



IRWELL
RIVER PARK



CORRIDOR
MANCHESTER



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FOREWORD

Manchester city centre has changed dramatically over the past 15 years and is now one of the most dynamic centres in Europe. Significant private and public sector investment has led to a more vibrant and diverse cityscape, including modern iconic buildings such as the Civil Justice Centre and Beetham Tower, in addition to new high-quality public areas. It has also meant the opening up of new areas to residential and leisure activity, creating an increasingly busy and animated atmosphere throughout the daytime and evening.

New business sectors have established themselves in the city, driven by the expansion of existing firms and the relocation of new companies. Financial and professional services, media and creative, life sciences and leisure, advanced manufacturing, tourism, and the services sector in particular, have grown and continue to grow.

Today, Manchester city centre is a destination for many things, including learning, work, living, cultural experiences, shopping and relaxation.

The six years since the last City Centre Strategic Plan was published have seen further transformational growth – both in the city’s economy and in the population. A renewed confidence in the commercial and residential market has allowed the continuation of existing developments and the emergence of significant new development, with the boundaries of the city centre expanding to incorporate new areas for people to live and work in.

Manchester city centre continues to play a vital part in the growth of the city’s economy and that of Greater Manchester as a whole. This is becoming increasingly important as devolution arrangements develop to allow more and more decisions to be made at the city region level. We continue to work hard to ensure that the benefits secured by investment in the city centre are enjoyed by the communities of Manchester and Greater Manchester through alignment with wider skills and accessibility strategies.

Over the next few years, significant further growth is expected in the economy and population of the city centre. This will bring both opportunities and challenges, including ensuring the availability of the appropriate infrastructure and adequate residential accommodation to support this growth.

Critical to Manchester’s success over the next decade and beyond is a decisive response to the challenges and opportunities posed by climate change. This next phase of growth for the city centre will be part of the city’s overall commitments on climate change, putting us on track to become a dynamic low-carbon economy, with high-quality green spaces and waterways throughout.

This revised City Centre Strategic Plan seeks to:

- Demonstrate what has been achieved since the last Strategic Plan was published in 2009
- Update the vision for the city centre within the current economic and strategic context
- Outline the direction of travel and key priorities over the next few years in each of the city centre neighbourhoods
- Describe the partnerships in place to deliver those priorities.

The Strategic Plan will shape the activity that will ensure the city centre continues to consolidate its role as a major economic and cultural asset for Greater Manchester and the North of England.

Sir Richard Leese
Leader
Manchester City Council
March 2016



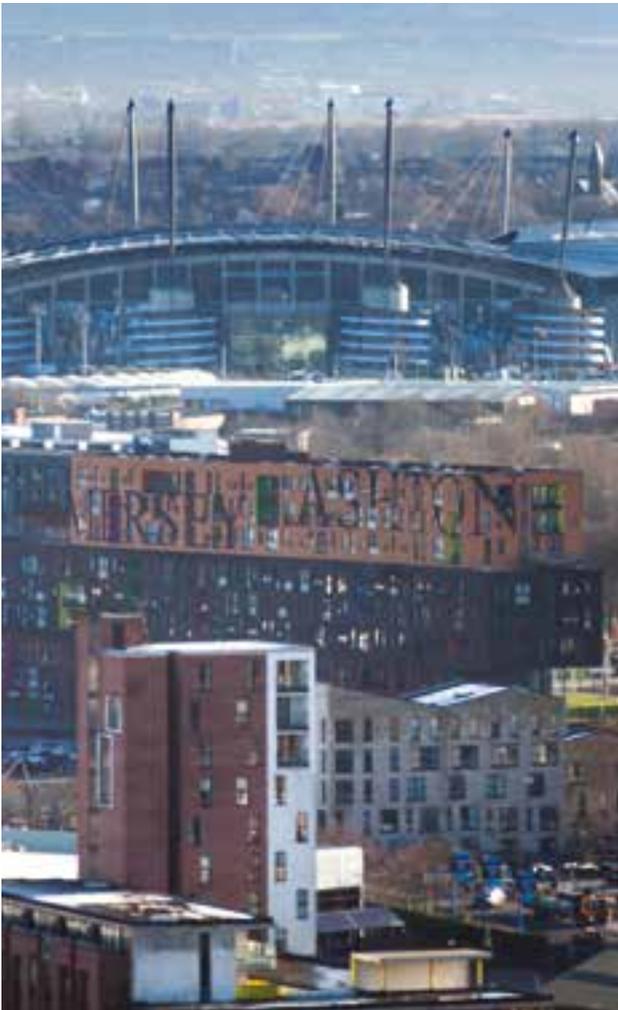
VISION





INTRODUCTION AND CONTEXT

The economic geography of Manchester city centre is rapidly evolving, with exponential growth and significant development over recent years.



As both the economy and population of Manchester have grown, large-scale mixed-use developments incorporating commercial, residential and leisure uses are driving change at its boundaries. These developments include Ancoats and New Islington to the east, the Green Quarter and NOMA to the north, and Castlefield and St George's to the south west. These locations have increasingly become attractive places to live for people working and spending their leisure time within the city centre.

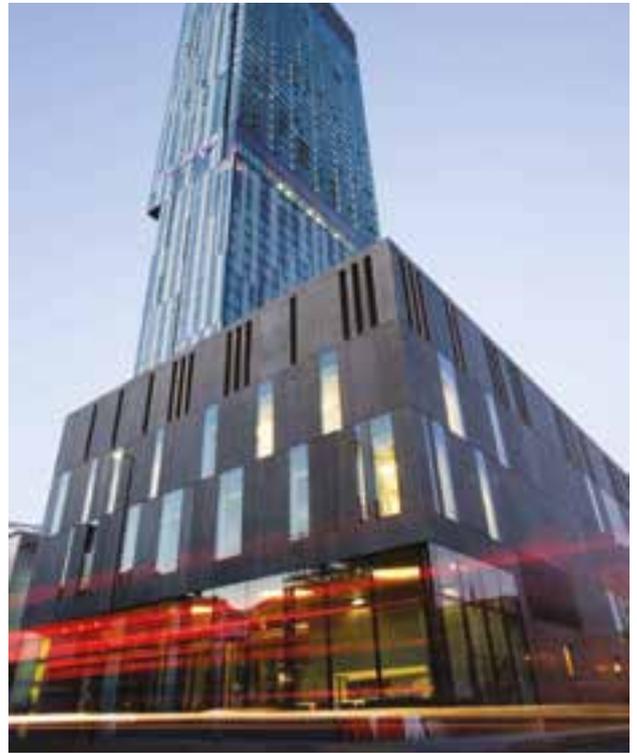
This growth has contributed additional residential accommodation, commercial property and leisure destinations, and these locations (together with others including the Irk Valley and New Cross) have a clear potential to contribute to the city centre offer: their relationship with and proximity to existing concentrations of activity demand their inclusion within the city centre boundary. The expansion of the city centre boundary to incorporate edge-of-centre neighbourhoods and developments will increase a population that

has already trebled over the last decade, and subsequently further enhance the city centre economy.

How we plan for growth will be just as important as growth itself. There will, for example, be greater energy needs and higher demands for public services, alongside the need to reduce CO₂ emissions and adapt to climate change. Our operational management structures will need to be flexible enough to respond to these and control possible unintended consequences, such as antisocial behaviour.

Since the previous Strategic Plan was published in 2009, there has been a significant change in the policy and funding context in which the city operates, as a result of the change of government and the strengthening of the Greater Manchester City Region structures. One of the key outcomes of this has been the move towards greater local governance and control, established first through the innovative City Deal with the Government, and now through the Devolution Agreement for Greater Manchester.

Ancoats/New Islington



NATIONAL CONTEXT – NORTHERN POWERHOUSE

There is a growing recognition at both a local and national level that by joining together the cities in the North of England, an increasingly powerful economic area can be created that can help to rebalance and grow the national economy, providing the ability to compete internationally. Manchester is at the forefront of this movement, and the city centre – as a key driver of the economies of both Greater Manchester and the north west – will be a crucial component in this connected Northern Powerhouse.

In 2014, Greater Manchester local authorities agreed a devolution settlement that will assist in delivering economic growth across the region, while improving the quality of life for residents. This agreement builds on the work of the Greater Manchester Combined Authority, pulling together all Greater Manchester's local authorities.

The arrangement was the first of its kind in the UK outside London and will play a pivotal role in helping to build a Northern economic powerhouse. The Greater Manchester Devolution Agreement will introduce a new elected Mayor, who will represent the combined authorities and hold responsibilities for new delegated powers and resources.

Local authorities in Greater Manchester will retain all their existing powers. However, the Devolution Agreement will provide additional tools to develop high-quality places for people to live, work and do business in. The alignment of our local authorities' powers will support the delivery of the vision and objectives outlined in both the Greater Manchester and the Manchester Strategies.

The scope of devolution includes housing, planning and transport, alongside improving resident skills, health and social care, and reducing levels of unemployment across the City Region.

Improved transport connectivity between the cities of the North is one of the major elements of building a stronger northern economic base. Manchester, along with the other northern cities, has developed the Transport for the North proposal to transform transport connectivity and capacity, improving journey times, reliability and quality. These improvements to transport infrastructure will widen and strengthen the North's labour markets and improve business efficiency.

A series of investments are being developed across highways, rail, logistics, ports and airports to deliver this transformational change. The reregulation of buses is also of major significance, as it will enable bus services to support improved access to the city centre (and other destinations), playing a principal role in the future success of the city centre as a driver of employment growth.

Further priorities for delivering the Northern Powerhouse include strengthening science, knowledge, and culture. Manchester is receiving investment to provide two centres of excellence in these areas – a new theatre and performance space at St John's (Factory Manchester) and the £235million Sir Henry Royce Institute for Advanced Materials Research and Innovation at The University of Manchester, which will link with satellite centres in other core cities in the North of the country.

GREATER MANCHESTER CONTEXT – THE GREATER MANCHESTER STRATEGY

The Greater Manchester Strategy provides both a vision for the city and the elements that will be addressed in delivering this vision. The Manchester Strategy (see below) is aligned with, and strongly supports, the overarching Greater Manchester Strategy.

The vision put forward in the Greater Manchester Strategy is that by 2020 the Manchester City Region will have pioneered a new model for sustainable economic growth based around a more connected, talented and greener City Region, where all our residents are able to contribute to and benefit from sustained prosperity.

The Greater Manchester Strategy recognises that Manchester is one of the UK's most successful cities and presents the ambition to become one of the most successful cities in the world. The priorities included in the refreshed Greater Manchester Strategy set out a programme

of bold, collective action to help shape that success. The priorities are also grouped around the key themes of Growth and Reform.

A key challenge for the future success of the Strategy will be defining how growth proposals emerge over the wider City Region, around both residential and commercial development, to ensure that they augment the existing growth trajectory of the city centre, as well as build on the key assets and attributes of individual localities.

Growth

In order to achieve the ambitious growth targets for the city centre, creating the conditions for optimum and sustainable growth is essential. The Greater Manchester Strategy seeks to diversify the economic base of the city centre in response to changing market conditions, while developing a market-facing investment strategy. The global distinctiveness of Manchester requires continued strengthening to cement the city's position as a desirable location to invest in, live in and visit, which in turn will assist in both attracting and retaining talent.

Reform

Development will need to take a focused approach if we are to achieve our ambitions of reducing worklessness levels.

An employer-led skills system aligned to broadening the opportunities available to young people will drive our objective of reducing youth unemployment. Improving skills, alongside initiatives around digital and transport connectivity, will encourage self-reliance and a reduction in demand for public services.

The 'Manchester family' of organisations, including Manchester Solutions, New Economy, MIDAS, and Marketing Manchester, have been reviewed and restructured to ensure that their work supports the delivery of the priorities outlined within the Greater Manchester Strategy. A new group structure incorporating all these organisations has been established – the Manchester Growth Company, which operates as a public/private partnership between the Combined Authority and Greater Manchester Local Enterprise Partnership.

LOCAL CONTEXT – THE MANCHESTER STRATEGY

The Manchester Strategy sets a long-term vision for Manchester’s future and describes how this will be achieved. The vision depicts Manchester competing with the best international cities through its thriving economy and vibrant sense of place.

As we continue to build and invest in the city by working with our partners to drive forward growth, our vision for 2025 is for Manchester to be in the top flight of world-class cities. The city will:

- have a competitive, dynamic and sustainable economy that draws on our distinctive strengths in science, advance manufacturing, culture, creative and digital business – cultivating and encouraging new ideas
- possess highly skilled, enterprising and industrious people
- be connected internationally and within the UK

The Manchester Strategy

- play its full part in limiting the impacts of climate change
- be a place where residents from all backgrounds can aspire, succeed, live well and feel safe
- be clean, attractive, culturally rich, outward-looking and welcoming.

The new Manchester Strategy, finalised in January 2016, encompasses and builds on the existing priorities of Growth, People and Place, and replaces the Community Strategy. The Manchester Strategy is influenced by the Government’s announcements regarding the establishment of a Northern Powerhouse.

The Manchester Strategy is closely aligned with the regeneration prospectus for Salford, Salford 2025 – A Modern Global City, reflecting the joint approach between the cities to develop and grow the regional centre. The vision for Salford 2025 is to:

- transform the skyline of the city through outstanding new infrastructure
- strengthen and diversify Salford’s economic base
- shape places and deliver outstanding environmental quality
- fully connect people to the growth opportunities.

Growth

Manchester city centre is well placed to continue to attract and develop new jobs. A focus will be placed on improving productivity by increasing our skills base and the number of people accessing local jobs.

The economic aspect of delivering continued growth will involve further development of new and existing partnerships with the private, charity and voluntary sectors. The extended boundaries of the city centre, as described earlier, will provide additional capacity for growth. Because of the contribution the retail sector makes to the city



centre economy, supporting the retail sector is paramount to achieving sustained economic growth.

Residential development will also play a pivotal role in achieving growth. Creating a city centre environment and infrastructure that encourages people to live and work here is fundamental. We are developing a range of tools to support a higher-quality residential offer, including enhanced space standards and active interventions around site assembly, as well as clear regeneration frameworks, particularly at some of the edge-of-centre locations, such as New Cross. Progress is also being made through the development of an edge-of-city centre strategy, which is driving a new market rental offer to meet the needs of a younger, more diverse population. Central to this is the Manchester Life proposition, which is utilising private investment aligned to central funding incentives to create a high-quality yet affordable offer at the fringes of the city centre. Homes for sale is also an important component of our wider residential strategy. This will involve kick-starting development resurgence in response to improving economic market conditions, in addition to identifying

developments and partnerships to deliver schemes that respond to intelligence gathered about our current and projected city centre population.

In addition to residential and economic growth, a sustained commitment to attracting and hosting global and major events will continue. These will include Manchester International Festival and a variety of sporting events. Alongside this, continued improvements and promotion of the city's cultural and leisure offer will strengthen the sustained growth of the region.

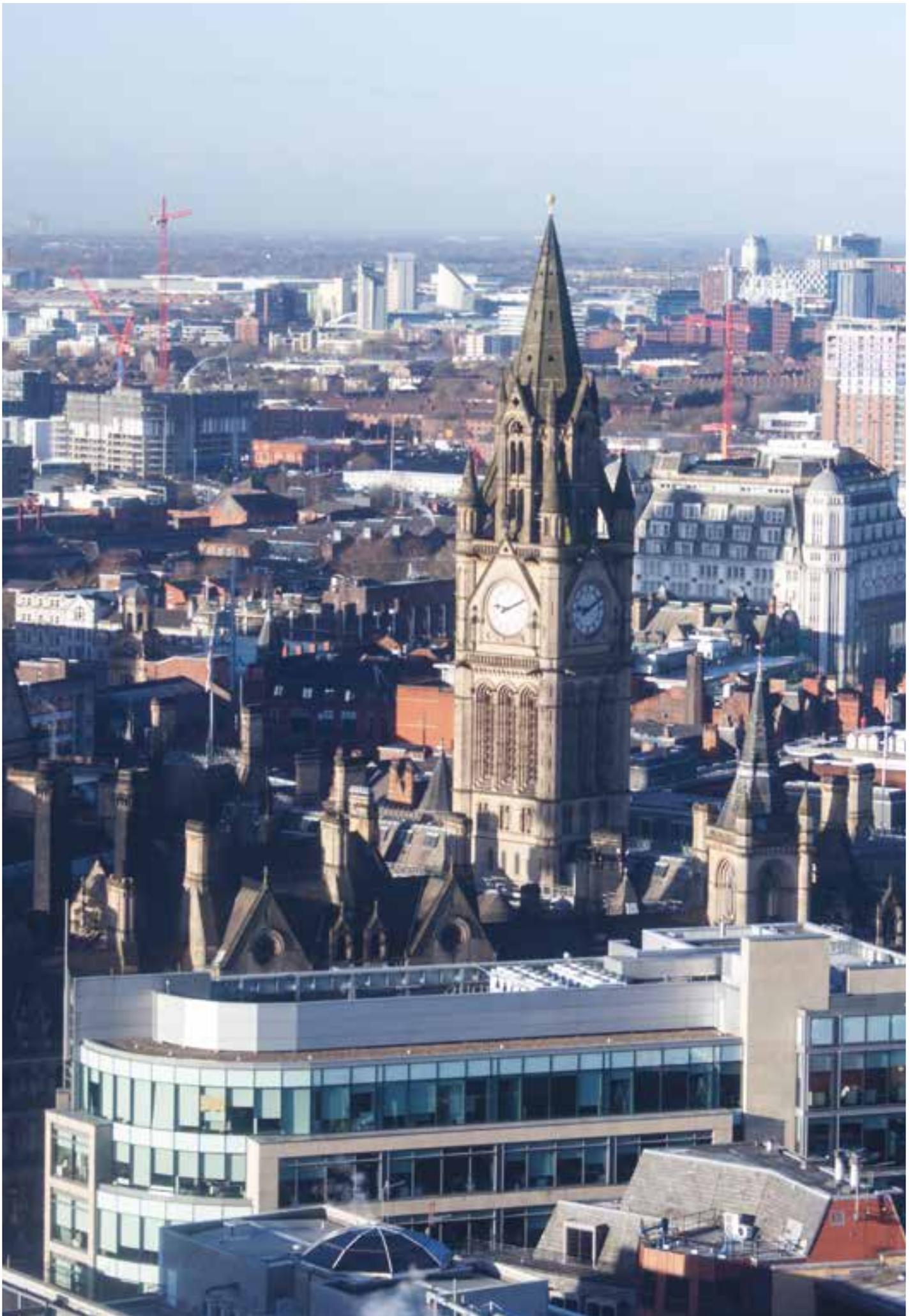
People and reform

Services will be shaped to ensure that they are providing the best opportunities for local residents, in particular supporting access to the labour market and encouraging local communities to drive more of their own initiatives. In a city centre context, this involves encouraging business partners to engage in local labour initiatives, providing employment and training opportunities for local residents, providing the infrastructure to attract and retain a skilled workforce, and making the city centre an inclusive place for all people to access.

Place

Investment in 'place' will continue to create and maintain a city centre that attracts visitors and is an attractive place to live, invest and work. This will ensure that we have the right local environment and infrastructure, both physical and digital, for all users of the city.

Creating an attractive and safe environment through effective street management and security will be essential. Collaboration with Greater Manchester Police and other agencies will continue to reduce the impact of crime and homelessness. High-quality, well-managed green spaces, trees and waterways will be key features of the city centre, within both existing areas and those being transformed over the next few years.



FUNCTIONS OF THE CITY CENTRE

The city centre performs a number of key functions for the city and the Greater Manchester City Region:

1) As a driver of economic growth and a major employment centre:

The city centre accounts for over 40% of Manchester's total employment base, and is a significant driver of regional economic growth, hosting more than 10% of all jobs in Greater Manchester. As of 2014, more than 141,400 people are employed in the city centre. It supports an exceptionally large proportion of the city's knowledge-based and higher-skilled jobs, with

over 90% of the city's employment in the professional and financial services sector, and over 60% of all business service and technical jobs. Cultural, creative and digital industries are another key sector, with the digital and creative economy a key driver of the city's economic performance. The research, science and bioscience sectors, and their relationship with our universities, are becoming increasingly important to the growth objectives of the city centre and Greater Manchester as a whole, along with public administration, leisure, tourism and the service sector. The city centre is set to experience further significant employment growth in the

coming years, with another 15,600 jobs predicted by 2024. The highest levels of growth are expected to be in the higher-skilled, knowledge-based, science and digital jobs, helping to continue to grow the competitive advantage of the city and the City Region.

2) As an increasingly popular residential centre:

The growth in the number of people living in the city centre over the past 20 years is a major success story: from a few thousand in the late 1990s to over 25,000 today, and nearer 50,000 within the expanded city centre boundary. It is testament to the work that has been done both in growing employment

and leisure opportunities, and also in making the city centre an attractive, vibrant and welcoming environment. As highlighted in the next section, particularly strong population growth has been a feature since the 2001 Census, along with a trend towards a younger population. The growth is directly related to the city's economic growth, which has been driven by the considerable expansion of the key sectors outlined above. Demand for city centre living that embraces different tenure types is rapidly increasing, and is a key attractor for those who seek different lifestyle choices. The residential trajectory is expected to continue to rise as a result of the predicted continued



increase in employment in the city centre. Further work needs to be done to ensure that the city centre provides the right quality and mix of accommodation for our growing population in the future, meeting the needs of all age groups. Therefore, the Council is proposing to introduce appropriate space standards and amenity measures through the development of a Residential Design Guide for Manchester.

3) As a major visitor destination:

Manchester city centre is also increasingly becoming a destination of choice for visitors, both from abroad and from other parts of the UK. The city centre is

particularly rich in cultural assets, with facilities ranging from the biggest indoor arena in Europe, to our renowned Bridgewater Hall – the home of our world-famous Hallé Orchestra. 2015 was a particularly exciting year for culture, with the reopening of the Whitworth Art Gallery, following a £15million transformation, and the launch of HOME – the new independent cinema, theatre and arts centre at First Street. The diverse range of increasingly popular events, including the unique Manchester International Festival, and the huge variety of retail and leisure assets, including restaurants, cafés, clubs and bars, all support

our strong employment base and add to the dynamism and sense of place of the city centre. The demand for hotel stays in the city centre continues to grow, as does the size, range and quality of the hotel offer. Working with Marketing Manchester, we are continuing to improve the visitor experience, including the connections between places, and how people navigate and utilise wayfinding tools, using both traditional and new digital methods. This is especially important given the major transport and development schemes taking place over the next few years. We will continue to provide support for current and future arts institutions, creative



Piccadilly Gardens



industries, artists and events, and facilitate access to other sources of support, including Arts Council England. We will also need to address place priorities around events, including joining up funding sources and widening sponsorship opportunities to strengthen our event offer.

4) As a place to relax and spend time:

A high-quality public realm is essential to the character and appeal of the city centre for residents, visitors and workers alike. There are a number of attractive green spaces within the city centre itself, such as Sackville Park, St John's Gardens, Parsonage Gardens, Piccadilly Gardens and Cathedral Gardens. As well as helping to create an attractive environment for all users, high-quality, well-managed green spaces, trees and waterways will be key features that help the city centre to address climate change.

These spaces are being added to through a number of new public areas planned at First Street, NOMA, St John's,

Kampus, Circle Square (the former BBC site), Piccadilly, and Mayfield (where a major new public park is planned).

In addition to providing informal places for people to relax and get together, the city centre's squares and public spaces can be used to stage events and activities appealing to a wide range of people. The network of canals and waterways further add to the local environment and provide opportunities for leisure activities.

Continuing to improve the range and quality of the public realm through a variety of activities is a key priority. There are also several larger suburban parks that are easily accessible by public transport from the city centre, such as Heaton Park, Hulme Park and Platt Fields.

The 2009–12 Strategic Plan described how the city centre would drive Manchester's ambition – reflected in the Manchester Strategy – to be in the highest rank of cities globally.

It set out a vision for the city centre as a place:

- to invest
- to work
- to live
- to shop
- that people can get to and get around within
- that brings people together to enjoy.

This Strategic Plan seeks to take this ambition to the next level, within the new strategic context provided by the trends highlighted above, the revised Manchester Strategy, the Greater

Manchester Strategy, and the emerging strategy to create a Northern economic powerhouse to help rebalance the economic dominance of London. All these plans aim to strengthen the contribution of the city and the City Region to improve the economy of the UK by increasing both economic growth and self-reliance.

ACHIEVEMENTS SINCE 2012

The population of the city centre has continued to increase: from 19,000 in 2009 to nearly 24,000 at the time of the 2011 Census. However, this figure rises to nearer 50,000 within the extended city centre boundary (including areas such as Ancoats and New Islington). These areas are increasingly becoming popular places to live, further boosting the popularity and use of the city centre.



Despite the economic climate of this period, we have achieved much success in continuing to attract investment and drive development within the city centre since 2012. Notable successes since then included:

- Committed and planned investments of around £1.5 billion over the next five years by the key institutions in Corridor Manchester: The University of Manchester, Manchester Metropolitan University, the Central Manchester University Hospitals NHS Foundation Trust (CMFT), Bruntwood, and Manchester Science Partnerships, which will include new research, incubation and science park facilities. Funding has been approved for the £60 million Graphene Engineering Innovation Centre (GEIC) and, in December 2014, funding was announced for the new £235 million Sir Henry Royce Advanced Materials Institute based at The University of Manchester, with satellite centres across the region.
- The continued consolidation of Spinningfields, the city's premier business destination, which has entered its final phases of development. Over £1 billion of private investment has created a destination of choice for new businesses and has secured over 15,000 jobs in the area.
- Completion of the Co-operative Group's landmark new head office, One Angel Square, and Sadler's Yard, the new public square, as part of the NOMA redevelopment in the northern part of the city centre.
- The opening of the National Football Museum in Manchester in July 2012, following an £8.5 million refurbishment; the museum attracted 350,000 visitors in less than a year and welcomed its millionth visitor in October 2014.



- Delivery of a greatly enhanced St Peter's Square through the completion of No. 1 St Peter's Square, which is home to KPMG's Manchester headquarters; refurbishment of the Town Hall Extension and Central Library; and provision of the first phase of new public realm, including the relocation of the cenotaph.
- Completion of the first phase of the First Street redevelopment, including HOME – a new major cultural facility for Manchester – along with a four-star hotel, retail facilities, serviced accommodation, car parking and significant new public realm.
- Increased success of the Manchester International Festival (MIF). The 2015 Festival had an economic impact of £38.8million (up from £35.7million generated from the first Festival in 2009) and was attended by almost 260,000 people (an increase from 224,000 in 2009).
- Completion of the £44million refurbishment of Victoria Station. Work on the station was completed in October 2015 and is a key element of the Northern Hub rail scheme, as well as the Metrolink enhancements. The Northern Hub will improve linkages and connectivity to a number of northern locations.



- The completion of major refurbishment and expansion of the historic Chetham's School of Music.
- Around £1.5 billion of investment to support the expansion of Metrolink. This will include a Second City Crossing for the city centre to improve linkages to the rest of the conurbation.

- Significant investment in the hotel and leisure offer. Over the past five years, 25 hotels have been developed, and a further 25 are planned over the coming years.

With the UK economy having now surpassed its pre-recession peak, the level of business activity and strength of the private sector have put the city in a strong position to drive on amid the ongoing economic recovery.

Based on results from the 2014 edition of the Greater Manchester Forecasting Model (GMFM), 110,000 jobs are estimated to be created in Greater Manchester over the next decade. The city centre will be an important driver of this growth in sectors such as financial and professional services, retail, and the cultural and creative industries.

CITY CENTRE SNAPSHOT AND KEY FACTS

POPULATION

- The population of the city centre has trebled in the last decade and now stands at almost 50,000. This is attributable to the significant number of new homes created within the city centre and the development of new neighbourhoods, which expand upon the traditional city centre boundaries to incorporate such areas as Ancoats and New Islington to the east and the Green Quarter to the north. The city centre population will continue to rise as future planned residential developments expand the living concept.
- A key feature of this growth has been a significant rise in the proportion of the population aged between 25 and 29 (which has grown by 50% across the city). This is attributable to increased levels of graduate retention, facilitated through economic growth and the increased attraction of graduate employers.



Manchester Day 2015

- The Greater Manchester Forecasting Model (GMFM) predicts that the population of the city will reach over 570,000 by 2024, illustrating the continued citywide growth.



RESIDENTIAL

- To meet this growing demand, there will need to be not just an increase in homes for rent but a focus on stimulating residential properties for sale where the market is still frail, and supporting measures where the market is showing signs of recovery. Locations that could drive this include St John's, Great Jackson Street and Ancoats.

ECONOMY AND EMPLOYMENT

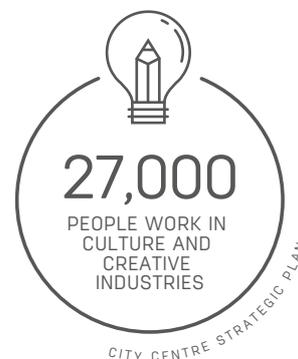
More than 140,000 people work in the city centre and this figure could increase by over 15,000 over the next ten years. The city centre accounts for more than 10% of all jobs in the whole of Greater Manchester, and a number of sectors drive its economy:

- Business, financial and professional services: over 70,000 people work in the sector in the city centre, accounting for more than one quarter of employment in the entire sector in Greater Manchester (271,000 people).

- Cultural and creative: over 27,000 people are working in the cultural and creative industries in the city centre, representing more than 15% of employment in the sector in Greater Manchester.
- Retail: more than 13,500 people are employed in retail in the city centre, which is 11% of the sector's total workforce in Greater Manchester (see Retail Core section below).

INWARD INVESTMENT

The city centre is an important inward investment location for companies investing in Greater Manchester. Since 2009, there have been around 75 inward investments, creating almost 5,000 new jobs and generating approximately £200million per year in additional economic output.





COMMERCIAL DEVELOPMENT

Compared to other regional centres, Manchester continues to perform very well with regard to the take-up of office space, and the city centre now has the largest office market outside London. Average prime office rents remain higher than regional and national averages, surpassing the £30-per-square-foot mark in September 2013, and reaching a record headline rent for Manchester of £32 per square foot in 2015. Ongoing positive momentum suggests a forecast of further rent rises to £33.50 by 2018.

space for accommodation that is flexible and able to meet the needs of the market, key growth sectors, and small and start-up businesses will be central to those plans. The subsequent masterplans and regeneration frameworks for NOMA, First Street, St John's and Kampus reflect the increasing demand for high-quality, flexible commercial space, and also provide a range of residential property options.



NUMBER OF VISITORS AND ATTRACTIONS

The impact of this is a greater demand for not just Grade A space, but a range of commercial space that is flexible and attractive to the price-sensitive occupier. As strategic regeneration frameworks are developed for key areas of the city centre,

Manchester is one of the most popular places in the country for visitors from abroad. In 2014, it attracted almost one million overseas visitors; this is a 78% (430,000) increase since 2000, and behind only the capital cities of London and Edinburgh in the UK.

Key attractions in the city centre for domestic and international visitors include:

- Museum of Science and Industry – 677,000 visitors
- Manchester Art Gallery – 387,000 visitors
- National Football Museum – over one million visitors since opening in mid-2012
- HOME – the arts venue opened in May 2015 and is already proving a success.

RETAIL

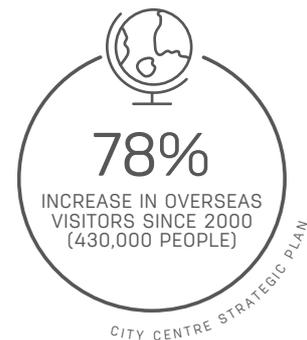
Retail spend in Manchester hit £910million in the past year, making it the top shopping destination outside London. Figures released by The Heart of Manchester BID (Business Improvement District – see below) in its annual report, published just a month after its second anniversary on 1 April 2015, show the city's retail sector's strong performance.

LEISURE

The Greater Manchester Leisure Survey 2014 showed an average spend of £35 per day visitor and £79 per staying visitor within the city centre. This rises to £97 for those staying in paid-for accommodation, and falls to £39 for those staying with friends and family.

For every staying visitor in paid-for accommodation, an average spend of £58.16 is spent across businesses in the city centre, including restaurants, bars, attractions, retailers, entertainment venues and public transport.

Of visitors to Manchester city centre, 28% reported they were visiting the shops, 18% eating out, and 7% spending time in bars and clubs. In comparison, Greater Manchester had 23% of visitors reporting they were visiting the shops, 17% eating out, and 5% spending time in bars and clubs. These figures not only





Top: Manchester Christmas Markets
Bottom: Manchester International Festival

show the important role that retail, restaurants and cafés play towards the visitor experience, but they also show the considerable income generated for such businesses by the visitor market.

Major events within the city centre include:

- Manchester International Festival: Attendance at the 2015 MIF was almost 260,000, attracting both a national and international audience. The Festival generated an estimated economic impact value of around £38.8million for the Greater Manchester economy.
- Christmas Markets: As the first UK city to host continental-style festive markets in 1999, Manchester's Christmas Markets have continued to grow every year. With more stalls than any other UK festive market, the city's Christmas Markets

are also among the most popular in the UK, attracting more than nine-million national and international visitors each year. This contributes an estimated £90million to the local economy annually.

- Pride: This attracts more than 40,000 visitors a year and generates some £20million for the local economy.
- Political party conferences: The Conservative Party Conference held in 2015 generated an estimated £29million for the local economy and attracted around 12,000 delegates to the city.

HOTELS

There has been huge investment in the hotel offer in recent years. Since 2010, 25 hotels and serviced apartments have opened within the city centre. A further six hotels/serviced apartments are currently under construction, five are due to start on site in the near future, and another 14 hotels/serviced apartments are in the development pipeline for the next few years.

With annual occupancy rates at 80% during 2015, hotel occupancy within the city centre has reached its highest rate. These elevated occupancy levels have been achieved within the context

of a 71% increase in the total number of hotel rooms within the city centre over the past ten years. Over this period, the number of rooms rose from 4,990 in 2006 to 8,550 in 2015.

In order to meet the continued growth in demand for accommodation as a result of Greater Manchester's buoyant visitor economy, a further 1,570 rooms are confirmed to open in the next few years. This demonstrates an increase of 18% on current levels, with most of these being delivered by the end of 2017.

Of the new additions to hotel accommodation in 2015, 45% of the rooms were four or five-star rated. For completion in 2016 or a later date, almost 73% of the new rooms are expected to be four-star rated, demonstrating further quality provision.



RESIDENT ACCESS TO JOBS AND SKILLS DEVELOPMENT

Manchester's
Apprenticeships
campaign



Strong economic growth in the city centre has been the major driver of employment in the conurbation, and an increasing number of Manchester residents are moving into employment.

The unemployment rate has fallen significantly since 2013 and over the past decade there has been a large decrease in the number of working-age Manchester residents claiming an out-of-work benefit. Working-age residents who are attracted to the city are more likely to be in work, educational attainment in the city has improved, and longer-term residents who have previously been out of work have found employment.

Many of the growth sectors that predominate in the city centre will create employment opportunities that require skills and qualifications at level 3 and above. It is important that the city's young people and working-age adults are equipped with the qualifications and skills to succeed in this labour market. However, there will also be entry-level employment opportunities for Manchester residents in,

for example, a strong and growing service sector. One of the challenges for the city is to ensure that this work is sustainable and pays a sufficient wage to enable residents to live full and healthy lives. Working with employers and building on the success of current Reform programmes, there is a need to ensure that those furthest from the labour market are supported to access those opportunities.

GROWTH SECTORS

Manchester's top four forecast growth sectors over the next ten years in terms of jobs and Gross Value Added (GVA) are:

- construction
- business, financial and professional services
- cultural, creative and digital
- research, science and development.

These four sectors have a strong presence within the city centre and will provide good-quality career opportunities for Manchester residents. Many of the employers in these sectors have a strong track record of local employment.

SUPPORTING RESIDENTS INTO WORK

The Manchester Work and Skills Strategy 2015–20 is the strategic document that sets out the priorities and provides a framework to drive changes within the work and skills system. The Strategy outlines a new, more demand-led approach to work and skills, which will create a system to meet the growth needs of businesses and enable residents from all backgrounds to obtain the skills and attributes employers require. The Strategy recognises that residents

furthest from work and those in low-paid employment will be priority groups for public funding. A more demand-led skills system with less public funding will put more emphasis on employers investing in the skills of their current and future workforce.

The Greater Manchester Devolution Agreement provides opportunities to create an integrated employment and skills system that is much better aligned to the needs of the local economy. The further education adult skills programme will be redesigned by 2017. To support the Reform programme, devolution allows the expansion of Working Well from 5,000 to 50,000 Greater Manchester residents, and for the co-commissioning of the Work Programme, both of which will support those furthest from the labour market to gain employment in the city. A range of projects is already being delivered to ensure Manchester residents are supported to find work with city centre employers.

EMPLOYER SUITE

The Manchester Employer Suite is a free-to-access facility that matches Manchester residents to employment vacancies in the city centre. Employer facing, the initiative is a partnership between Manchester City

Council and Jobcentre Plus. Staff within the Employer Suite have built relationships with key city centre employers, and advertise opportunities, identify potential applicants and offer pre-employment support to help reduce the cost and time pressures on employers. In return, this enables Manchester residents to secure a higher proportion of opportunities. Pre-recruitment training is offered to residents who need to top up their skills to compete for the jobs available.

APPRENTICESHIPS AND LOCAL LABOUR

The current volume of construction activity in the city centre presents opportunities across a range of construction trades and professions. Employers are being encouraged to employ local people, and the Construction GTA model, being managed by the Greater Manchester Chamber of Commerce, is co-ordinating opportunities across the future pipeline of construction projects. Projects that have already delivered significant numbers of apprenticeships and local labour include First Street, the Town Hall Extension and the St Peter's Square refurbishment. Future developments at St John's, NOMA and around Piccadilly Station also have

the potential to deliver large numbers of opportunities for residents.

Recent analysis of apprenticeship take-up by Manchester residents during the 2013/14 academic year revealed that Business Administration is the most popular for 16 to 24-year-olds and the second most popular for those aged 25 and above. The city centre is likely to account for a considerable proportion of these opportunities. The Health and Social Care sector is the most popular apprenticeship for those aged 25 and above, and is the second most popular for 16 to 24-year-olds. The Central Manchester University Hospital Foundation Trust is one of the major recruiters of apprenticeships in the city. However, there are also apprenticeship opportunities in a range of other sectors, which we will actively promote to local residents.

The devolution proposals around skills development will also provide the platform through which a pipeline of good-quality apprenticeships will be available. We will work with businesses at the local level to ensure that they actively engage with residents on their uptake.



AREA PROFILES





NOMA

The Co-operative Group and NOMA (GP) Ltd, in partnership with Manchester City Council, have begun a significant transformation and redevelopment of the historic Co-operative Group estate and the surrounding area at the northern gateway to the city centre. As a result, a neighbourhood that has been a part of the Manchester city centre landscape for over a hundred years is being rejuvenated as a place to live, work, create and innovate in.

Angel Meadow Park



The area is located on the north side of the city centre in proximity to the Green Quarter residential development and the Northern Quarter. The surrounding area includes Victoria Station, the Medieval Quarter, the Printworks leisure venue, the Corn Exchange, and proposed developments at New Victoria. The development and integration of the NOMA neighbourhood will improve functionality and linkages among these neighbouring city centre areas, and better link the communities of north Manchester to the city centre. It will also help to provide a catalyst that can drive further residential development in the Lower Irk Valley and New Cross areas on the northern side of the city centre, leading to Cheetham Hill and Collyhurst.

NOMA will become a distinct new urban neighbourhood that combines a vibrant mix of commercial activity, residential accommodation, recreational amenities and cultural facilities. Blending the site's history, values and beautiful heritage buildings with innovative, state-of-the-

art new buildings and public realm will create a unique sense of place and character. New companies will be attracted through a supportive business 'ecosystem' created in a range of offices in both heritage and new buildings. As well as providing high-quality business and residential accommodation, the area will offer a distinct experience, based on the exploration of a series of intimate spaces with a range of independent and high-end retail, restaurant and leisure uses.

Delivery of such major regeneration will be undertaken on a phased basis. Since the previous City Centre Strategic Plan was produced, the construction of One Angel Square has been completed. Located in the heart of the NOMA development, this award-winning building is the head office of the Co-operative Group and the base for 3,000 of its employees. The three-sided 15-storey building has immediately become a unique and unmistakable piece of architecture on the city centre skyline.



In addition, new areas of public realm have now been completed. Angel Square was completed concurrently with One Angel Square, and Sadler's Yard – a new public square in the heart of the Co-operative Group estate – was launched in December 2015. Both spaces integrate with the surrounding streets to improve connectivity and create vibrant, flexible space that can be used for a range of events and activities.

The subsequent regeneration of the NOMA neighbourhood will be phased over the next ten years. The next stage to be delivered includes Angel Gardens – a new residential

development and refurbished office space, alongside the creation of a new leisure and retail destination.

Access and connectivity to the area will be much enhanced with the completion of the Victoria Station improvements, the Ordsall Chord and a new Metrolink stop at Exchange Square, as part of the Network Rail Northern Hub project, and Metrolink's second city centre crossing. The redevelopment of the New Victoria site, which lies adjacent to the station, will further regenerate the area, adding to the residential and commercial offer in

the northern part of the city centre. This development will include new public realm and active uses such as restaurants, coffee shops and bars at ground floor level, which will contribute towards making the wider area a prime destination to work, live, visit, shop, eat and be entertained in.

One Angel Square



Sadler's Yard



KEY PRIORITIES

- Delivering the first phases of the refurbishment of the historic Co-operative Group estate, including City Buildings and Hanover Building, to provide new commercial, retail, leisure and hotel amenities.
 - Delivering the next phase of commercial development at 2 and 3 Angel Square.
 - Creating the first phase of new homes – Angel Gardens.
 - Attracting new companies to the area working with MIDAS.
 - Establishing further temporary uses to animate the area during the development, including The Pilcrow, a bespoke temporary public house, situated in Sadler's Yard.
 - Co-ordinating with the development of New Victoria for commercial and residential development.
 - Integrating with new residential developments proposed on the northern edge of the city centre.
 - Integrating with Angel Meadow, a major park on the northern edge of the city centre.
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ST JOHN'S

St John's is situated adjacent to Spinningfields, Castlefield and the River Irwell. With scope for significant regeneration, there is an opportunity to develop a neighbourhood that epitomises Manchester's character, culture and heritage.

St John's will be a new unique city centre neighbourhood: a community of creativity and innovation where people can live, work and experience the best of the city.

Located at a key gateway to the city centre and formerly home to Granada TV, St John's has been a high-profile location for media and creative activity for more than fifty years. Building on the area's industrial and media heritage, redevelopment will centre on many of the existing historic assets on the site, including the Bonded Warehouse, the former Granada HQ Building and Studios, and St John's Gardens.



The development of the area will be achieved through a partnership between the Council and Allied London. The partnership will create a residential-led mixed-use city centre neighbourhood for enterprise, art, culture and living. The area is well served by the city's leisure offer, neighbouring the Museum of Science and Industry, and in proximity to the John Rylands Library,



Top: Bonded Warehouse
Bottom: Initial CGI image of St John's neighbourhood



St John's Gardens

the People's History Museum, the Castlefield arena and Roman Fort, and Deansgate's Great Northern Complex.

St John's will be the catalyst for significant additions to Manchester's cultural infrastructure. The area will be the home of Factory Manchester, a nationally unique, flexible arts and performance space and arena with a seated capacity of

1,600 and overall event capacity of 6,600. Factory Manchester will stimulate further new creative and technology industry activity in the area. St John's will expand the cultural offer within the city centre, attracting an international visiting audience and diverse cultural partners. The redevelopment of the former Granada HQ Building and Studios is also proposed to create a new event hotel,

with the studios being repurposed for a range of activities, including cinema, music and performance.

The vision for St John's includes:

- Providing a range and mix of high-quality residential accommodation as part of the creation of a vibrant, well-managed and sustainable new neighbourhood of choice, developing a sense of community and encouraging long-term occupancy.
- Developing Factory Manchester as a nationally unique arts and culture venue and performance space.
- Developing St John's as a major new enterprise, arts and cultural destination within the city, significantly enhancing the attractiveness of the scheme to potential residents and occupiers, creating a distinctive sense of place, and contributing towards the vitality of the area.
- Creating a development that is fully integrated both functionally and physically with the city centre and adjoining city centre neighbourhoods.
- Delivering redevelopment that retains and reutilises the site's key heritage assets and integrates those features into a new city centre neighbourhood.

The vision and framework are based on a two-tier development concept:

The Village:

an intimate, low-rise, mixed-use 'village' of five-to seven-storey building forms that reinstate the historic tight-street ambience of the area. The Village incorporates a layering of uses, including workspace, studio space, retail and leisure, together with a roofscape of residential uses and terraced gardens, providing activity and 24/7 life for the new city centre neighbourhood. The workspace will be aimed at key economic growth sectors, including media and creative industries, and technology, media and telecommunications (TMT). Factory Manchester is identified as being a key part of the profile of development in this location given the way it could anchor the creation of a distinct neighbourhood, generating new activity, increased footfall and extending dwell time; it would significantly enhance the attractiveness of the scheme for occupiers within these growth sectors.

The Sky:

a series of elegant residential towers that 'float' over the Village and provide views across the city centre. Taller buildings will be located to the west of the site, towards the River Irwell, where it has been established through the adoption of previous Strategic Regeneration Frameworks that there is scope to accommodate buildings of height.



KEY PRIORITIES

- Beginning the delivery of the early phases of the development, including the refurbishment of the historic Bonded Warehouse, the Manchester Grande 'event hotel', Village Phase 1, the energy centre and St John's Place, as well as associated public realm.
 - Ensuring linkages to Spinningfields and Castlefield neighbourhoods.
 - Design and delivery of Factory Manchester.
 - Managing the impact of the Ordsall Chord work.
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SPINNINGFIELDS

Tucked between Castlefield and Deansgate, Spinningfields is one of the largest and most successful regeneration projects in the country.

Manchester has the largest and fastest-growing professional, commercial and legal centres in the UK after London, and Spinningfields is the prime location for the growth of this sector. This dynamic business location combines stunning architecture and high-quality urban design to create a mixed-use, modern and distinctive quarter of the city centre that is a prime attractor for high-calibre organisations represented globally.

The area is a world-class business quarter in addition to a modern hub of premium retail units, leisure destinations and a luxury residential offer. Spinningfields has attracted international investment from market-leading organisations within the property, retail and professional service industries.

Spinningfields has attracted over £1billion of private sector investment and boasts:

- 13 buildings developed in total, including eight office buildings, delivering 3,500,000 sq ft of Grade A office space.
- 450 residential apartments.
- four new public squares.
- 165 commercial organisations that have made Spinningfields their home.

The Lawns, Spinningfields



Spinningfields is home to The Avenue, The Avenue North, Left Bank and The Lawns, providing a high-quality mix of retail, restaurant and event uses. The development has become a popular events destination within the city centre. Throughout summer, The Lawns hosts outdoor cinema Screenfields, while in autumn and winter the area is home to the Buy Art and Great Northern Contemporary Craft Fairs. Additional seasonal events such as the Easter duck race and a Christmas ice rink are complemented by a number of pop-up bars and eateries.

Spinningfields is also home to two of the city's key historic buildings: the People's History Museum, on the left bank of the River Irwell; and the John Rylands Library, a breathtaking red sandstone building on Deansgate.

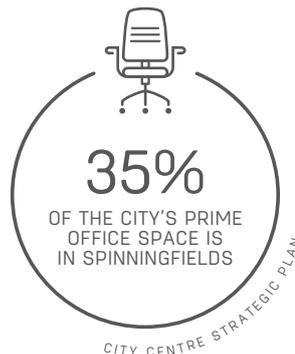
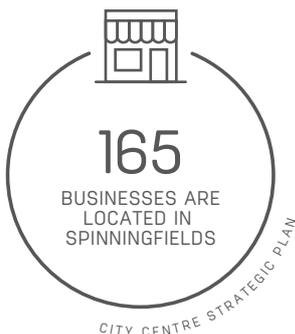


The Avenue, Spinningfields

The Civil Justice Centre, one of only two in the UK and part of a wider group of court buildings, including the Magistrates' Court and Crown Court, is located within Spinningfields.

Spinningfields now accounts for more than 35% of the city's prime office space. The area now supports over 15,000 jobs within more than 165 organisations,

including key financial and professional organisations. Further developments currently under construction (the XYZ Building and No.1 Spinningfields) will provide an additional 630,000 sq ft of flexible Grade A office and retail space for a range of occupiers. Upon completion of the masterplan there will be some 20,000 people employed in the area.



Right: 1 Spinningfields Square and the John Rylands Library
Below: Manchester Civil Justice Centre



The Allied London/ Manchester City Council joint venture continues to attract and secure new international and domestic investment. Spinningfields encompasses new models of management, with the Spinningfields Business Group maintaining the area to ensure it sustainably retains its position as a premier location for new and continued investment.

The area has become a successful residential, leisure and retail destination in the city centre. The unique high-quality leisure experience provided by the area's event space and buildings has played a critical role in enhancing connectivity across the site and the wider city centre. This usage has established Spinningfields as not only a premier commercial destination, but also as a place that is vibrant during evenings and weekends.



KEY PRIORITIES

- Continuing to develop the area, generating a truly mixed quarter focusing on ensuring sustainable long-term success.
 - Delivering the final phases of development, which include the XYZ Building and No.1 Spinningfields, in addition to a number of smaller buildings within the area. Major pre-lets have already been agreed for these buildings by NCC Group, Shoemsmiths and PwC.
 - Ensuring successful links with the neighbouring St John's development.
 - Continuation of events to further animate the area.
-



FIRST STREET

First Street has emerged as one of Manchester's most vibrant new neighbourhoods, with a compelling blend of culture, leisure, retail and office space set within a destination rich in amenities and with excellent connectivity.

The First Street development is located at a prominent gateway position at the north-western end of Corridor Manchester, marking the entrance to the city centre from the airport and the South. It is one of Manchester's most visible, exciting and unique development opportunities and has established itself as a distinctive new area within the city centre. The mixed-use neighbourhood that is being delivered on the 20-acre site over the next 10–15 years will provide new commercial accommodation targeted at growth markets. First Street is also the location of HOME – a new cultural facility developed alongside retail, hotel and residential accommodation.

The development will deliver significant economic benefits for Manchester and the City Region. It is estimated that HOME will attract at least 850,000 visitors a year and create visitor spend of at least £21million. In addition to this, First Street Central will provide 2.24million sq ft of commercial floor space with the potential to accommodate 13,870 people.

An updated development framework for First Street was formally endorsed by the Council in November 2015 and this will inform the next phases of development. The 2015 framework lays the foundations for substantive progress to be made, building on the successful transformation of First Street to date.

First Street North: this has now been completed, delivering the cultural hub envisaged. Development has incorporated HOME, the first Melia hotel in the UK outside London, Manchester's first VITA residential development, a 700-space multistorey car

park, as well as a range of retail and leisure opportunities and public spaces.

HOME: a new purpose-built centre for international contemporary art, theatre, film and books, opened at First Street in May 2015. The collaboration between the previous Library Theatre Company and Cornerhouse includes 500-seat and 150-seat theatres, five cinema screens, a gallery space, digital production and broadcast facilities, and a high-quality café bar and restaurant. These are attracting significant footfall to the area and will act as a catalyst for wider development.



HOME



Melia hotel
and HOME

First Street Central:

this will be a new office destination targeted at a range of commercial occupiers, providing the benefits of a highly accessible central but competitively priced city centre location. The new development framework estimates that the area will have the capacity to accommodate up to 2.24million sq ft of office accommodation.

First Street South:

the latest development framework identifies the opportunity to create a high-quality residential offer that would enhance and reinforce the wider neighbourhood, providing

increased footfall and spending power to support leisure and cultural uses in the area.

Creative Ribbon:

the wider First Street area provides a number of sites where low-cost creative hubs could be developed to further grow the creative business sector and establish First Street as a new distinctive and vibrant cultural district within the city centre. This builds on the large number of cultural and creative businesses already in the area, including the Hotspur Press building, as well as on Oxford Road, along Whitworth Street West to Castlefield and Knott Mill,

with HOME as its centrepiece. This activity is considered to be critical to providing an east-west connection from Oxford Road Station to Knott Mill/ Castlefield and fully integrating the neighbourhood into the wider city centre.

Left: First Street Arch
Right: Vita apartments



KEY PRIORITIES

- Delivering the first commercial office building, within First Street Central, comprising 235,000 sq ft and with an expected completion date of September 2017.
- Delivering new residential-led development at First Street South, to provide a new housing offer in the city centre.
- Taking forward the development of the Little Peter Street site for residential accommodation, with a mix of occupancy type.
- Investigating the feasibility and appropriate designs for potential creative hubs, both within and adjacent to the Hotspur Press building and the railway arches along Whitworth Street West, to add to the creative offer and vibrancy of the area.
- Continuing the branding, animation and marketing of the area, to start to create a sense of place that will establish the area as a place to visit and do business in. Activities will include the development of a strategy for animating the new public space around HOME to help drive footfall.
- Developing the commercial phase and taking forward a lettings strategy for First Street Central.
- Working with Network Rail to manage the Northern Hub work at Oxford Road Station and minimise the impact on the First Street development.

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CORRIDOR MANCHESTER

Corridor Manchester is a unique area of Manchester and the UK. It is a hub containing world-class higher-education institutions, a leading research and teaching hospital complex, and a rich range of cultural facilities – all intertwined with a significant number of additional industries. There is nowhere else within the UK with the same concentration of facilities in one neighbourhood.

Corridor Manchester is economically the most important area within Greater Manchester, with more job creation potential than anywhere else. The area generates £3billion GVA per annum, consistently accounting for 20% of Manchester’s economic output over the past five years. The area has more than 60,000 jobs, over half of which are within knowledge-intensive sectors, including health, education and professional, scientific and technical sectors.

Trust (CMFT), Bruntwood, ARUP, and Manchester Science Partnerships (MSP). By 2025, the development programme will deliver over £4million sq ft of commercial, leisure, retail and residential space of the highest quality. It is predicted that, through this additional investment, Corridor Manchester will have a workforce of 74,000 by 2025. Corridor Manchester has produced a strategic vision to 2025 to capitalise upon the next decade of opportunity.

The successful development of Corridor Manchester is fundamental to driving future economic growth and investment in the Manchester City Region. Corridor Manchester consists of Manchester City Council, Manchester Metropolitan University, The University of Manchester, Central Manchester University Hospitals NHS Foundation

Corridor Manchester is the country’s major centre for the development of applications for the groundbreaking material graphene. Discovered at The University of Manchester, graphene is the thinnest, strongest, most flexible and conductive material in the world. The area is now home to the new National Graphene Institute, located at The University of



Manchester, which will be the world's leading centre of research into graphene and provide opportunities for researchers and industry to work together on a huge variety of potential applications.

The National Graphene Institute will soon be complemented by the £61million Graphene Engineering Innovation Centre (GEIC), located on Sackville Street and scheduled for completion in 2017. Together, the two centres will position Manchester and the UK in pole position to take advantage of these

opportunities and lead the world in this exciting new technology.

An additional significant catalyst for growth and innovation within the city and the wider Northern Powerhouse will be the Sir Henry Royce Institute for Advance Materials Research and Innovation. Situated at The University of Manchester, the Institute will become a world-leading base in advanced materials science. In addition to the key linkages with the GEIC and National Graphene Institute, the Sir Henry Royce Institute will be augmented by satellite

centres in Leeds, Liverpool and Sheffield. The Institute will aim to drive collaborations between academia and industry to commercialise the UK's world-leading research in this field and will position the city at the forefront of future scientific innovation.

The National Graphene Institute





Corridor Manchester has seen significant redevelopment over recent years, which is beginning to transform the area. These initiatives include:

- The University of Manchester investing £1 billion over ten years to create an inspiring and progressive environment designed for the 21st century. On completion of the Campus Masterplan, The University of Manchester will be a world-class facility with a world-class estate to match.
- Manchester Metropolitan University's ambitious ten-year £350 million investment in estates and facilities. This was completed in 2014 with six new faculty buildings and a new students' union headquarters. The £140 million Birley Campus is cited by the Higher Education Funding Council for

England as an exemplar of community engagement and regeneration. A further £220 million of investment is planned over the next seven years to provide world-class buildings for science and engineering, and a new Arts and Culture hub; there will also be major enhancements to the public realm that connects the university and its 37,000+ students with the city centre.

- Citylabs 1.0 – a £25 million flagship redevelopment by Manchester Science Partnerships (MSP) of the city's former Royal Eye Hospital into 130,000 sq ft of bespoke-built biomedical facilities. It is a prime location within Europe's largest clinical academic campus comprising CMFT and The University of Manchester. Citylabs 1.0 was opened by Chancellor

of the Exchequer George Osborne in September 2014, and offers high-specification flexible laboratory and office space. In addition, Citylabs 2.0 and 3.0, which will occupy the redeveloped old St Mary's Hospital on the CMFT site for purpose-built office and laboratory accommodation, and the MSP Central Campus will form the Life Sciences Enterprise Zone, announced in 2015, to further enhance the regional life sciences cluster.

- Corridor Manchester building on its reputation as a 'low-carbon laboratory', testing projects in a real-life city environment. This area has been chosen to be the focus for the Innovate UK Internet of Things City Demonstrator, as well as to the multicity Horizon 2020 Triangulum project for smart green growth.

- The Corridor Manchester partnership progressing a range of initiatives to create the optimum environment for the knowledge economy to thrive and grow. Alongside the local business community, the partnership is making the most of its proximity to the key knowledge institutions, including schemes established to assist local residents to gain the required skills to access newly created jobs.
- The Corridor Manchester Growth Fund. This was launched in April 2013 with £2million of funding provided through the Government's Regional Growth Fund. The scheme ran until March 2015, providing grant funding for small and medium-sized enterprises to help incentivise them to locate or develop research and development-related activities in Corridor Manchester. The Fund supported the creation of at least 100 full-time jobs.
- The Whitworth Gallery's transformational £15million redevelopment. This has increased public space by 100%, creating a beautiful and inspiring environment where visitors can enjoy the internationally significant collections and the tranquil setting of Whitworth Park.



The Manchester School of Art interior



The Manchester School of Art exterior



KEY PRIORITIES

- Continuing development of The University of Manchester and Manchester Metropolitan University campus masterplans to create high-quality learning environments that enhance the student experience. Following this consolidation, the priority will be to develop strategies for the sites no longer required. The redevelopment of these sites, including the North and Aytoun Campuses, will play a pivotal role in the continued growth of the city centre.
- Delivery of the Sir Henry Royce Institute and GEIC, with further exploration to be undertaken around the opportunities presented by both facilities.
- Set in the heart of Corridor Manchester on Oxford Road, the four-hectare Circle Square at the former BBC site is a major strategic development opportunity, and is therefore a regeneration priority for the city. A Strategic Regeneration Framework (SRF) has been developed for the site. The vision for the area is to provide a high-quality, vibrant, mixed-use development that will create a new and distinctive neighbourhood, taking advantage of the location's unique attributes.
- A masterplan has been produced for Manchester Science Partnerships' Central Campus. The framework focuses on the expansion of the park from 250,000 sq ft to over one million sq ft within the next eight years. It also looks at improving connection points, shared spaces and public realm to create the right environment for academics, entrepreneurs and investors to interface.



The Whitworth Art Gallery and park

- Major public transport investment is planned for Corridor Manchester, in particular the cross-city bus package, providing high-quality bus infrastructure; there will also be cycling provision in the form of off-road Dutch-style cycle lanes, commencing this year.
- Corridor Manchester is the main focus for the Manchester Future City demonstrator. This will provide a series of projects that will lead to the development of a one-mile spine of low-carbon mobility; smarter low-carbon energy systems; consolidated freight distribution; smart, efficient buildings; and promotion of healthier living. This spine will be used to open up opportunities for a range of connected projects that radiate out into the surrounding residential districts onto the Airport City Enterprise Zone, and back into the city centre. The Smart City Programme delivers innovative approaches around linking informatics and technology with practical programmes for healthcare, planning and delivering public services.
- Further exploiting the science and knowledge base of Corridor Manchester.

○ CENTRAL BUSINESS DISTRICT

Manchester city centre continues to be a major driver of economic growth in the City Region and a key location for domestic and international business investment.



Manchester Town Hall Complex



The Central Business District (CBD) is home to a wide range of companies of varied sizes across a range of business sectors and is fundamental to the city remaining a business destination. The CBD provides a pluralist model, offering different value propositions for the range of occupiers the city needs to accommodate, and has facilitated growth within the retail, creative and digital sectors, as well as the major growth sectors such as financial and professional services. However, the supply of available office space has not kept pace with demand, so a key task will be to stimulate prudent speculative development in appropriate locations to maintain a balance between demand and supply over the next few years.

At the heart of the CBD, Manchester's Civic Quarter (based around St Peter's Square) is pivotal to the next phase of growth of the city centre economy. It is one of the most significant areas of open space within the city centre, characterised by one of the finest collections of historic and modern civic, cultural and commercial buildings in the UK. It is also a major gateway and a key arrival point to the city centre and Corridor Manchester specifically.

The redevelopment around St Peter's Square is driven in response to the city centre's need for Grade A office space, which has seen constrained levels of growth. The redevelopment has focused on creating the opportunity for more high-quality commercial floor space to enhance the magnificent location of the city's key heritage assets. The past year has provided indications of increased take-up of commercial space and of developers beginning to respond to demand levels. Addressing this issue will increase the city centre's attractiveness as a business location.

The Bridgewater Hall

St Michael's is a major site within the Civic Quarter. Its planned redevelopment provides an opportunity to make an important contribution to supporting the conference quarter, adding to the offer of high-quality hotels, which are needed if Manchester Central (see below) continues its drive to attract high-end conferences and international business associations. In addition, it has the potential to play a key role in linking and integrating Spinningfields with the Civic Quarter, allowing for continuous high-quality accommodation and public realm across this stretch of the city centre.

The major transport changes being delivered in the city centre will significantly affect the area over the next few years, with the upgrading of the St Peter's Square Metrolink stop, and the construction of the Second City Crossing and Bus Priority lanes all currently in progress.

Transformation of the Civic Quarter is well underway, and the refurbishment of the Town Hall Complex is now complete, along with the



restoration and extension of Central Library, delivered through £177million of public investment. As well as a significantly enhanced public realm, the redesign of St Peter's Square included the relocation of the Cenotaph to the Eastern side of the Town Hall, adjacent to Princess Street. The extended St Peter's Square tram-stop and revised traffic arrangements will facilitate Metrolink's Second City Crossing, which will run from the Square down Princess Street and Corporation Street to Victoria Station.

A range of planned commercial developments will help to deliver much-needed additional Grade A office space and include:

- The redevelopment of No.1 St Peter's Square, completed in 2014, providing a 13-storey, Grade A office development of 268,000 sq ft. KPMG moved into No.1 in December 2014, occupying 73,500 sq ft. Addleshaw Goddard are due to take occupation of 56,000 sq ft, and DLA Piper are another proposed occupier of the building.
- The 11-storey redevelopment of No.2 St Peter's Square. Work on this development is progressing well at the northern end of St Peter's Square, which sits in the heart of Manchester's civic complex. This will deliver 190,000 sq ft of Grade A office space, in addition to 5,500 sq ft of retail space, and have an underground parking facility. The completion date for the redevelopment is early 2017. Ernst & Young have taken a pre-let of 41,600 sq ft in the building.

- Manchester Central – another major asset of the Civic Quarter. This facility has established itself as a leading convention complex and is recognised as a premier venue for political and other major conferences. There is more potential to be exploited by Manchester Central: significant land at the rear offers the possibility of new commercial space, residential development and/or a hotel.



KEY PRIORITIES

- Other developments, for example the former Odeon Cinema (Landmark), Peterloo House, London Scottish House, 40 Fountain Street, St James House, John Dalton House, Heron House, Lincoln House, Overseas House and Brazennose House will all add to the supply and diversity of the commercial offer in this part of the city centre.

- Encouraging the supply of more Grade A floor space, particularly through supporting the delivery of commercial developments around the Civic Quarter.
 - Co-ordinating the major transport work in the area with the commercial and public realm developments taking place.
 - Implementing a strategy to continue to attract major conferences to Manchester Central. Investigating and encouraging further development and investment at the centre, including the Radisson Blu Hotel's plans for the Theatre Royal on Peter Street.
 - Delivering the redevelopment outlined within the Strategic Regeneration Framework for St Michael's. The landmark development includes proposals for a range of uses, including commercial, residential, retail and leisure amenities.
 - Working collaboratively with partners to finalise regeneration proposals, and bring forward development at the Grade II-listed Great Northern Warehouse.
 - Delivering the Peterloo Memorial within the Civic Quarter prior to the 200th anniversary of the event.
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PICCADILLY

The wider Piccadilly area has the potential for unrivalled major transformation over the coming years. The additional investment at Piccadilly Station, provided by HS2 and the Northern Hub (see Transport Infrastructure section), represents a unique opportunity to transform and regenerate the eastern gateway to the city centre. This will define a new sense of place and provide important connectivity and opportunities to major regeneration areas in the east of the city.



Piccadilly Gardens

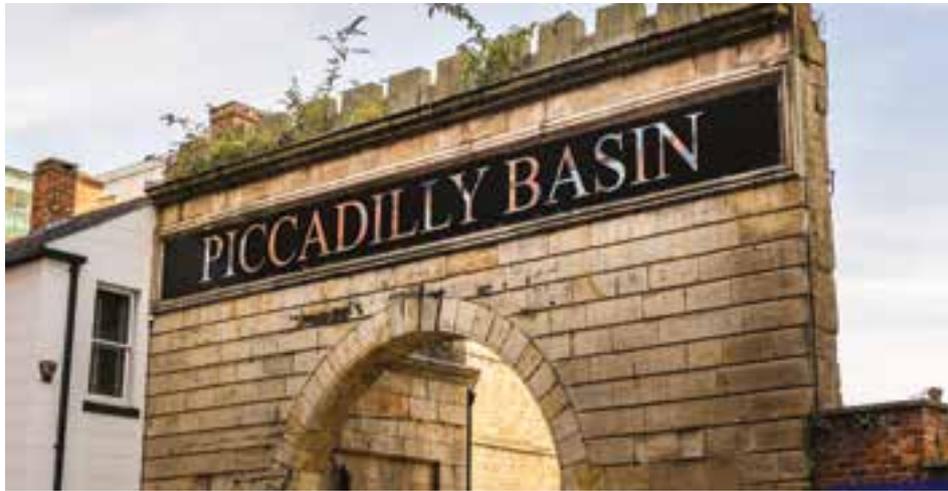
Development within the Piccadilly area will improve linkages and connections with the residential neighbourhoods of Ancoats and New Islington. In addition, the Northern Powerhouse Rail proposals, a key part of Transport for the North, will provide further transport capacity and connectivity, which will help drive economic growth in Manchester and other northern cities.

In order to respond to these opportunities, a Strategic Regeneration Framework (SRF) has been developed for the area surrounding Piccadilly Station. The starting point for the SRF is the once-in-a-century opportunity provided by HS2 and the Northern Hub to create a world-class transport hub and arrival point into Manchester, transforming the eastern side of the city. The size of the area – approximately 140 acres – also means it is one of the largest regeneration opportunities within the city centre. Developing a growth strategy for the station area that embraces the planned infrastructure developments and a co-ordinated approach to commercial development will be a key priority for 2015/16.

The SRF proposes a number of new neighbourhoods with strong individual identities: These are:

- **Piccadilly North** – reinstating the historic street pattern.
- **East Village** – mixed-use development with residential focus around canal basins.
- **Piccadilly Central** – an area of large office developments around public squares and high-rise residential towers framing a new city park.
- **Mayfield** – a new mixed-use city quarter on the banks of the remediated river, including a major new park.

The SRF will also provide links to North Campus (the former UMIST campus off Sackville Street) and Corridor Manchester area.



Piccadilly Basin

The SRF also proposes a network of public spaces, including a new boulevard providing a strong connection between Piccadilly and the communities of east Manchester, a new arrival space and a new public park.

Piccadilly Gardens and the surrounding area have seen significant improvements in recent years. Public and private investment has led to new high-quality commercial space and leisure facilities. Piccadilly Gardens hosts a number of popular events, as well as being a popular space for people to meet and spend time. As a major transport interchange, and one of the largest areas of public use in the city centre, there is significant scope to increase the animation of the Piccadilly Gardens area, and we are looking at ways in which we can improve its maintenance and management, as well as the infrastructure.

A major priority for the city is the redevelopment of the former London Road Fire Station. This Grade II*-listed building, which has been vacant for over a quarter of a century, sits at a key gateway to the city centre adjacent to Piccadilly Station. The sale of the building to Allied London was agreed in November 2015, and the Council is working closely alongside the new owner to bring forward early and appropriate development proposals.



Piccadilly Station



KEY PRIORITIES

The Piccadilly SRF is a high-level document that demonstrates the potential scale of development that could be achieved. It sets the framework within which redevelopment proposals can come forward. It is expected that development would be phased; however, once the proposals around HS2 are further defined, considerable work is needed to refine the framework into detailed plans for the different components of the area.

Priorities over the next few years include:

- Agreement with the Government and partners of the final HS2 station design for Piccadilly, including integration of the Northern Hub scheme and other transport proposals, such as Northern Powerhouse Rail.
 - Developing a growth strategy for Piccadilly Station and the wider SRF area, to include a detailed plan – on a phased basis – for the different elements of the SRF area.
 - Management of Piccadilly Gardens and assessment of options to change the use profile of the area, and provide a range of events and animation.
 - Alignment of development with the delivery of a mixed-use scheme at the adjacent former MMU campus at Aytoun Street (Kampus – see page 60).
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MAYFIELD

Initial artist's impression of the new public realm at Mayfield



The Mayfield area is included within the wider Piccadilly SRF and as such is positioned for significant development. However, the size and scale of Mayfield demands an individual approach through an SRF.

The Mayfield SRF has evolved in response to changing requirements and market conditions, building upon extensive scoping work undertaken in 2010. The vision for the development is aligned with the opportunities presented through the HS2 scheme to create a distinctive new urban quarter that defines a key gateway into Manchester.

At 20 acres, and adjacent to Piccadilly Station, the scale and location of the Mayfield development provide a unique opportunity not achievable in any other part of the city centre. Both the

infrastructure and position of the development will attract major new employers, potentially including Government functions, and provide significant employment benefits for the city centre and Greater Manchester. In addition to becoming a commercial hub, the Mayfield area will also offer desirable residential accommodation as well as retail and leisure destinations. Coupling this vibrant mix of uses with a major new park at its heart, Mayfield will become a prominent city centre neighbourhood with a unique sense of place.

The SRF for the Mayfield area seeks to deliver:

- Up to 6,500 new office-based jobs plus further job creation in retail and leisure.
- 1,330 new homes.
- 350 hotel bedrooms.
- High-quality public realm, including a new six-acre city park.
- Accelerated transformational change at the eastern gateway area of the city centre.
- Spin-off regeneration benefits for surrounding communities, such as Ardwick and east Manchester.



Initial artist's impression of potential retail opportunities at Mayfield



KEY PRIORITIES

- An ongoing delivery partnership with London and Continental Railways and Transport for Greater Manchester (the key stakeholder partners in the area) to continue to drive forward the redevelopment of the Mayfield area, including the imminent appointment of a private-sector development partner.
 - Continuing to consult with key landowners and other stakeholders as detailed plans are progressed.
 - Exploring opportunities for potential Government office relocations.
-



MEDIEVAL QUARTER

Manchester Cathedral

Sitting close to the city's retail hub and the Salford city border, the Medieval Quarter is rich in cultural and historical significance. The area is home to Manchester Cathedral and Chetham's School of Music – two of Manchester's renowned historical assets.

Located within the Medieval Quarter, Victoria Station has recently undergone a £44million transformation programme. The station was opened in 1844 and encompasses a number of Grade II-listed buildings and features that have been preserved and restored as part of the redevelopment. It is the city's second-largest rail station and its redevelopment will facilitate expansion and meet growing passenger demand. The redeveloped Victoria Station will play a key role in boosting rail capacity across the North of England with faster, more frequent services, in addition to furthering the expansion of the city's Metrolink network.



Based in the Urbis building, situated within Cathedral Gardens, the National Football Museum has quickly become one of the city's major attractions. In 2013, the museum attracted over 350,000 visitors, and it celebrated the milestone of welcoming its one-millionth visitor in October 2014. Since the last strategic plan, work has been completed to improve the aesthetic and functional impact of Cathedral Gardens,

additionally incorporating a children's activity area. The development of the Gardens has required improved management of the area.

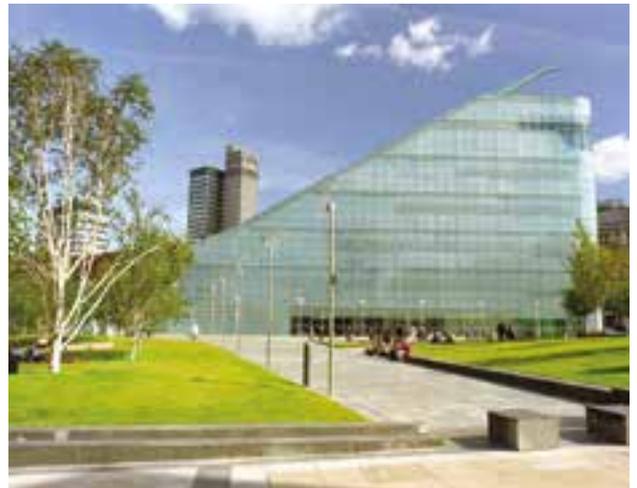
The area has benefited from the development and pedestrianisation of the neighbouring Greengate area, where a number of schemes are being delivered by Salford City Council. Additionally, the remodelling of the Corn Exchange and the opening of the new Second City

Crossing tram-stop will boost the profile of the Medieval Quarter, adding a unique food and drink destination within the Grade II-listed building, and helping to alter the dynamic of Exchange Square.



KEY PRIORITIES

- Developing a strategy for the area to provide an appropriate setting for the collection of historic buildings.
 - Completing improvements to the Corn Exchange, Manchester Cathedral and Chetham's School of Music.
 - Integrating the expansion of Metrolink as part of the wider transport infrastructure around Corporation Street.
 - Providing further workspace at Victoria Buildings at Victoria Station.
-



Top: Corn Exchange
Bottom: Cathedral Gardens
and National Football Museum



GREAT JACKSON STREET

To the south west of the city centre, the Great Jackson Street area sits at a main arterial gateway. The area is bounded by Chester Road and the River Medlock to the north and west, and the Mancunian Way to the south. The site has a number of current uses, including car parking at street and below-street levels, light industrial units, warehouses and commercial premises.

The Great Jackson Street area will be transformed into a primarily residential neighbourhood, building on the opportunities provided by its adjacency to the city centre and surrounding developments, such as First Street. The River Medlock will be utilised to create a distinct identity and sense of place, which will be attractive to new residents.

A new strategic development framework was approved for Great Jackson Street in 2015, which outlines the vision to deliver a new urban neighbourhood. This new framework takes into account the opportunities presented by neighbouring redevelopments.

The new framework sets out a vision to create a high-quality residential neighbourhood, with high-value homes and top-class amenities that would support the growth of the economy. The area has different characteristics to the mixed-use nature of other residential areas in the city centre and there are already a number of amenities and attractions that would support its new function, including the River Medlock, Hulme Park, Castlefield Basin, and a range of cultural facilities at the adjacent First Street area.

It is proposed to create a vibrant, safe, secure and sustainable community, incorporating a range of dwelling types and tenures that include the private-rented sector and market sales. This would include townhouses with their own front doors and private garden spaces, as well as one, two, three and four-bed apartments, providing an attractive place to live for a broad range of occupiers. The residential product would need to be highly serviced and managed, and this will be incorporated into the overall design of the area. The size of individual units would be expected to meet the space standard guidelines



View towards Great Jackson Street

being developed by the Council, and be large enough to provide for permanent homes. Developments will incorporate well-designed and attractive communal facilities, along with private amenity facilities, both at ground floor and at roof terraces. Plans for the design and ongoing maintenance and management of the public realm, including appropriate boundary treatments, will also be provided as part of individual planning proposals. Developments should achieve high levels of environmental and energy management and performance, and help to reduce carbon emissions.

They should also employ best practice in order to reduce water consumption.

Regeneration within the Great Jackson Street area will also encompass high-quality open spaces and provide attractive public realm. Strong pedestrian linkages will ensure residents and visitors to the area can easily access neighbouring public realm spaces, including Hulme Park and Castlefield.



KEY PRIORITIES

- Delivering the first phases of new residential accommodation.
 - Ensuring effective linkages to neighbouring development areas, in particular First Street, and to Hulme, including Hulme Park.
 - Ensuring high levels of environmental and energy management as part of the development.
-



Initial artist's impression of Great Jackson Street

K KAMPUS

The Aytoun Street area is positioned at the heart of the city centre, adjacent to the Village and Piccadilly. The area was previously occupied by Manchester Metropolitan University and is characterised by heritage buildings of distinctive architectural quality. The consolidation of university faculties into an educational hub in Corridor Manchester has provided the area with significant scope for redevelopment. Development of the Aytoun Campus will see the area become known as Kampus.



Initial artist's impression of Little David Street

The vision for Kampus is to create a vibrant and creative neighbourhood that will be distinguished by its mixed use. The area will encompass significant residential accommodation, in addition to leisure and retail outlets. In keeping with Manchester's residential and planning strategies, the residential component of the development will provide desirable homes for those who want to live close to the region's economic hub.

Kampus will also provide a distinctive leisure and retail offer. The position of the neighbourhood makes it an ideal location for hotel accommodation. This will be supported by the provision of street-level cafés, restaurants and bars, in addition to retail amenities. Collectively, this will provide Kampus with a distinct sense of place, making the neighbourhood an attractive place to both live and visit. Development of Kampus will include the imaginative and creative reuse of heritage buildings within the area.

Initial artist's impression of Kampus



The area is situated at a key city centre gateway location and benefits from excellent transport connectivity. Piccadilly Station, Metrolink and bus stations all sit adjacent to Kampus, and pedestrian linkages will be provided as part of the development.

Kampus will incorporate new public streets and squares, providing the potential to host outdoor events and markets. Linking Little David Street to this developed public realm will provide a key connection to both Piccadilly Station and the commercial core of the city centre to the west.

Redevelopment at the site provides a unique opportunity to secure the next phase of this area's transformation. It will build upon initiatives that have already secured improvements to Piccadilly Gardens, Piccadilly Station and the surrounding environs but which have yet to deliver the full potential of the area, particularly as new opportunities emerge from the plans to deliver HS2 to Manchester and as part of The University of Manchester's plans to vacate their North Campus.



KEY PRIORITIES

- Providing new, high-quality areas of open public realm.
 - Delivering the first phase of the Kampus development.
 - Ensuring the delivery of linkages to surrounding development areas and neighbourhoods, including Corridor Manchester, Piccadilly, Mayfield and the Village.
-



SALFORD CENTRAL AND GREENGATE

The adjacent areas of Salford Central and Greengate are becoming exciting new city centre neighbourhoods, offering places to live, work, visit and relax, and reflecting the expanding boundaries of the regional centre. Consequently, there is a need for sites within Salford Central and Greengate to incorporate additional physical links with developments on the Manchester side of the River Irwell, such as Spinningfields, St John's and the Medieval Quarter.



New Bailey Car Park

Salford Central is made up of two interdependent but distinct areas: Chapel Street and New Bailey. When complete, the scheme will create around 11,000 new jobs, 2.3million sq ft of commercial space, 849 new homes and 390 hotel rooms across a 17-hectare site. The scheme is also delivering new award-winning public spaces and improved pedestrian and cycle routes that will link Salford University to the city centre through a revitalised Chapel Street.

Greengate, located adjacent to Manchester's Medieval Quarter at the eastern end of Chapel Street, is an integral part of the northern side of the city centre. Delivery of the Greengate vision is underway and will reconnect the historic cores of Salford and Manchester via a network of high-quality public realm spaces, linking new homes and commercial space to Manchester's core retail

centre. The regeneration initiative is anticipated to deliver private-sector investment of approximately £400million, 1.1million sq ft of commercial floor space, around 3,250 new homes and potentially 5,000 new jobs.

Significant progress has already been made in delivering the transformation of the Salford Central and Greengate areas, including:

- Successful delivery of the first phases of Salford Central, including a 143-bedroom riverside hotel, the fully sold Vimto Gardens residential-led mixed-use scheme at Chapel Street, and the 600-space New Bailey multistorey car park at Irwell Street.
- The launch of the £13.3million Greengate Square in February 2013, providing an iconic new city centre public space.





- The construction of No.1 Greengate, a 497-residence complex of one, two and three-bedroom apartments, townhouses and garden apartments.
- One New Bailey, an English Cities Fund scheme, which will deliver 135,000 sq ft of Grade A office space together with ground floor commercial units and a new public square fronting Spinningfields Bridge.
- The Greengate Embankment scheme, which will deliver 200,000 sq ft of Grade A office space fronting Greengate Square in 2016.



KEY PRIORITIES

- Successfully completing the range of commercial and residential schemes currently under construction. Continuing delivery of high-calibre development and new public spaces to ensure the continued growth and transformation of these key areas.
 - Ensuring that the cross-boundary linkages are provided to support and enable the successful growth and expansion of the city centre westwards, such as exploring the potential for new bridge connections, and the linking of public realm schemes across the River Irwell.
-



IRWELL RIVER PARK

River Irwell

The River Irwell provides a key link connecting the Manchester, Salford and Trafford sides of the regional centre. The local authorities have been working in partnership over a number of years to deliver a new connected area of high-quality public realm and open space along the length of the River Irwell and Manchester Ship Canal from Salford Quays, through the regional centre, to Peel Park and the University of Salford.



Strategic pedestrian and cycle routes across Irwell River Park will continue to improve connections between Salford and Manchester. Specific achievements to date include:

- Over £660million of private and public investment across the 280-hectare new urban park, which has provided fantastic public spaces and over 5km of new route ways.
- The provision of three new bridge connections, two of which are in the city centre area: the £1.6million pedestrian connection between Spinningfields and New Bailey, and a new bridge at Greengate connecting to the Medieval Quarter; both of these opened in 2012.
- Internationally acclaimed destinations along the Irwell River Park corridor, such as MediaCityUK, Spinningfields, Greengate, and the emerging Salford Central development. These are transforming the waterside environment and creating new opportunities for residential and commercial investment that will build confidence in future growth.
- The completion of Bruntwood's Riverside development, which has created a new riverside connection and a direct link from Spinningfields Bridge to Chapel Wharf.
- Securing of funding to deliver infrastructure for a water taxi service with five landing stages between MediaCityUK and Chapel Wharf.
- Creation of a temporary community park and play area at Victoria Street, as part of the experimental closure of the road, linking to the Cathedral and Greengate Bridge.



Spinningfields Bridge



KEY PRIORITIES

The development of further sustainable transport connections and animation of the routes and spaces are major priorities for the near future. Key areas of focus include:

- Creating new strategic bridge connections between the University of Salford, Peel Park, the Meadows and onto Chapel Street, utilising the opportunity through the RIBA Design Competition. Exploring the linkage potential to the River Irwell through Middlewood and across to the Museum of Science and Industry.
 - Maximising the potential arising from the Ordsall Chord and linking to Salford Central Station, where the priority for additional platforms will become paramount.
 - Developing new cycle and pedestrian connections between Salford and Manchester to complement and underpin development aspirations at St John's, Middlewood Locks and Salford Central Riverside.
 - Developing new shared public realm spaces around New Bailey to manage traffic and pedestrian movement, and enhance environmental quality.
 - Collaborating to progress animation of key spaces along the River Irwell. Animation of the river stretch between Salford Quays and Greengate/Medieval Quarter, including Chapel Wharf, will become increasingly important to stimulate use and vibrancy. Animation of the waterway through bespoke events will also help to deliver Irwell River Park's aspiration to create an international waterfront destination at the heart of the Manchester City Region.
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WATER STREET

Positioned adjacent to the River Irwell, Water Street is situated opposite the Salford city border and a number of city centre neighbourhoods, including Castlefield, Spinningfields and St John's. Since the previous strategic plan, a revised framework for regenerating the Water Street area has been developed.

The Water Street area is a gateway to the south-western edge of the city centre and is part of the Castlefield Conservation Area. However, this site has suffered from a lack of investment over recent years, despite its proximity to the heart of Castlefield. Currently, the Water Street area consists mainly of industrial warehouse structures and single-storey car parking, and has become characterised by vacant and underused sites and poor public realm.

The Water Street area presents a unique opportunity to develop a locality that will both complement adjacent neighbourhoods and offer a significant contribution to the continued economic growth of the city centre. A Strategic Regeneration Framework (SRF) for the Water Street area is in place to guide investment and development within the area over the next five to ten years.

The SRF for the Water Street area sets out the vision to develop a sustainable mixed-use neighbourhood that will encompass residential accommodation, office space and retail units, as well as an exceptional public realm that utilises the area's riverside location. Developing the Water Street area will improve the connectivity and linkages with surrounding neighbourhoods, including Castlefield and the relatively isolated St George's Island.

View down Liverpool Road from Water Street





KEY PRIORITIES

- Implementing the first phases of the Water Street SRF.
 - Creating effective linkages with the neighbouring Castlefield and St John's areas.
 - Managing the impact of the Ordsall Chord work.
 - Ensuring appropriate traffic management systems are in place, and working with Salford City Council and Transport for Greater Manchester.
-



Water Street



RETAIL CORE

The city centre is a major retail hub within the UK and is a major tourism attractor for the wider City Region. It is one of the largest retail centres outside London and was worth an estimated £3.4billion to the local economy in 2013.

The retail sector in the city centre employs in excess of 13,500 people in some 1,200 businesses, and accounts for 11% of the sector's total workforce in Greater Manchester.

The portfolio of major designer brands acts as a significant attraction to international tourists, complemented by the growing mix of top-quality food and drink operators at all ends of the market.

Emerging from a difficult economic context, many of Manchester's major stores are among the best performing in their own groups, and footfall continues to be buoyant. Many retailers have also seen an increase in average basket spend, or overall sales. The city centre continues to house and attract a number of flagship stores within the Manchester Arndale and surrounding shopping destinations, such as New Cathedral Street and King Street. Opportunities exist for Manchester Arndale to improve its configuration and utilisation so it can continue to attract new occupiers and respond to the changing nature of the retail offer.

A priority for the city is to realise the redevelopment of the Ramada site. This was a key piece of the regeneration plan following the 1996 IRA bomb and the redevelopment of the bomb-damaged area through the Manchester Millennium masterplan. This site occupies a strategic location between the Retail Core and the Medieval Quarter, and has the potential to augment the diversity of retail, residential and leisure facilities in this area.

Key achievements since the last Strategic Plan include:

- Footfall in the city centre has remained strong despite challenging conditions for retail nationally. Manchester Arndale welcomes 42million visitors each year.
- In terms of revenue generated, Manchester was named the top retail destination in the country outside London for the second year running in the 2014 Retail Vision Report by Callcredit Information Group, generating £910million in retail spend.

King Street





New Cathedral Street

- The establishment of the Heart of Manchester BID, which was launched in April 2013 (see below).
- A number of high-profile stores have expanded or opened in the city centre, including the expanded Apple store in Manchester Arndale. Other significant new lettings in the city centre include Michael Kors, 7 For All Mankind, Rapha Racing Club, Joy, and Thomas Sabo.
- There has been an increasing number of independent retail and leisure outlets in the city centre, that have created a diverse and vibrant offering.
- Further provision is planned for independent retail and other uses at developments such as Circle Square, St John's and First Street.
- In a recent Greater Manchester residents' survey, 82% of all respondents rated Manchester city centre's shopping offer as 'excellent'.

The areas within the city centre's Retail Core have distinct characteristics and appeal to different types of consumer. Whereas Market Street relies on volume of footfall, King Street attracts the higher-spending, brand-loyal shoppers. New Cathedral Street has added to the city centre retail offer, establishing itself as a high-end luxury-brand destination.



We must ensure that Manchester city centre remains sensitive to the changing dynamics of the retail market, and maintains its reputation as a premier retail destination through a continual review of the retail offer and targeted action.

We have recently carried out research into the position of the city centre, both in relation to perceptions of other city centres and of shoppers who use its facilities. This has helped us understand what needs to be done to further improve and consolidate the position of the city centre as a major shopping destination.

In particular, the research highlighted the need to attract customers from a wider area and range of backgrounds to shop in the city the whole year round; it also highlighted the need to encourage more independent retail, and to support the growing leisure industry in the city centre to promote footfall.

HEART OF MANCHESTER BID

The Heart of Manchester BID is a collective initiative developed by Manchester's city centre retail community. Launched in April 2013, the Business Improvement District encompasses more than 370 retailers across Market Street, Exchange Square, New Cathedral Street, King Street, St Ann's Square, and Deansgate, including many of the retailers within Manchester Arndale.

For a period of five years (2013–2018), the BID will focus on delivering customer service and promotional initiatives that aim to improve the attractiveness of the city and encourage more high-spending visitors. It is designed to improve footfall and dwell time in the city centre through a mix of events and marketing. With an annual budget of £1million, the BID is funded by the retailers and delivered by CityCo.

Since its launch, the BID has supported and promoted Manchester's retail offer through a number of initiatives and major events to drive footfall, including:

Dig the City – a unique city centre urban gardening festival offering a programme of events aimed at families, city workers and affluent high spenders.

Chinese New Year – city centre celebrations that showcase contemporary and traditional Chinese culture, attracting new visitors to the city centre.

Manchester Student Takeover – a student-exclusive evening of shopping, events, music and fashion to increase sales.

City Centre Guide Book – a new promotional tool that showcases the best of the city's retail, leisure and cultural highlights.

City Hosts – providing a friendly and welcoming customer service on the streets and face-to-face liaison with BID businesses.



Manchester Arndale



KEY PRIORITIES

- Sustaining PR to promote Manchester as the UK's top retail destination, locally, regionally and nationally.
 - A retail-focused magazine to promote the city's exceptionally diverse retail offer.
 - Improving the performance of King Street. In spite of recent difficulties, King Street is still considered to be one of the city's most aspirational retail areas and work is underway to improve the offering.
 - Integrating mobile solutions to ensure the retail core is up to speed with developments in technology, and talking to customers in a cohesive way.
 - Encouraging further national events, such as Vogue's Fashion Night Out, to assist in driving night-time retail footfall.
 - Ongoing action to encourage more independent retailers and leisure operators into the city centre to further diversify the offer and attract footfall.
 - Looking at introducing more markets into the city centre in different areas and throughout the year, building on the huge success of Manchester's Christmas Markets.
 - Redeveloping the Ramada block on Blackfriars Street.
-



CASTLEFIELD

With a unique identity and individualistic landscape, Castlefield offers an attractive residential location, a variety of popular visitor attractions, and a collection of vibrant restaurants and bars. Castlefield was Britain's first Urban Heritage Park and is characterised by the Bridgewater Canal – the world's oldest industrial canal – as well as its cobbled streets and tranquil backdrop.



Bridgewater Canal towpath



The area's heritage is an excavated Roman fort dating back to 79AD, sitting beside the open-air Castlefield Arena, a location for a range of events. Alongside its Roman and industrial context, Castlefield is also home to the Museum of Science and Industry (MSI). The MSI estate incorporates the Liverpool Road railway station. This Grade I-listed building was the world's first passenger railway station and

remains the world's oldest remaining terminal rail station. In 2014, MSI attracted 678,876 annual visitors, making it the city's most visited attraction.

Within the area, there is an active resident and business forum. The Castlefield residential community remains one of the city's most desirable neighbourhoods, offering residents a balance of city



Castlefield

centre living with a tranquil, waterside backdrop. The accommodation offer within the area is currently being refreshed with the addition of the Potato Wharf and One Ellesmere Street developments. The developments will provide modern waterside living, along with the differentiated offer of family-focused city centre accommodation.

Castlefield will continue to benefit from the growth of bordering city centre neighbourhoods such as Spinningfields, First Street and the planned St John's area, which will provide a range of retail amenities accessible to residents.



KEY PRIORITIES

- Delivering full integration with the development of St John's.
 - Ensuring the Ordsall Chord is designed and implemented in a way that minimises its impact on the area.
 - Continuing to work with the Castlefield Forum to investigate the feasibility of improving the Roman Gardens and of bringing forward additional public realm in the area.
 - Ensuring residential developments are balanced with the needs of the area.
 - Securing a long-term usage for the historic Upper Campfield Market building to add to the vitality of the area.
 - Working with local members and Castlefield residents to determine an appropriate framework for guiding local decisions.
 - The City Centre Regeneration Team will continue to work with MSI and other stakeholders within Castlefield to ensure that the visitor offer and quality of amenities remains high.
-

NORTHERN QUARTER

The Northern Quarter is a unique area of the city centre. The area is characterised by its distinctive architecture, red brick alleys and converted grand warehouses. The atmospheric neighbourhood runs adjacent to the mainstream presence of Market Street and the Piccadilly area, yet the concentration of independent retail and leisure outlets in the area, and the hotbed of cultural production and consumption, set it apart.

This non-mainstream offer is important for any global city and gives the Northern Quarter a unique identity within both the city and, to some extent, the UK. With a growing reputation, the area attracts a high number of visitors, providing an important contribution to the economy of the city centre. The area houses a large number of small and growing digital, media and technology-based companies,

as well as those operating within creative and cultural industries.

Because of its nature, the regeneration within the Northern Quarter is organic and incremental and, therefore, more subtle and ultimately less predictable than in other parts of the city centre. The aim of activity within the area is to bring about change in a way that retains the area's distinct

identity. This can be done by building on the area's strengths to produce a creative and cultural destination with a high-quality built environment attractive to businesses and residents, and providing opportunities for private-sector investment.

Since the last Strategic Plan, we have seen further consolidation of the Northern Quarter's position

Newton Street,
Northern Quarter



as a central creative quarter of the city. Key achievements include:

- Sustained high levels of business occupancy within both Manchester Craft and Design Centre (MCAD) and Afflecks Palace.
- The completion of the Swan Square development, providing competitive, flexible workspace for small business start-ups, while also opening up the entrance to the Northern Quarter from Swan Street/Tib Street.
- Work is nearing completion on the final phases of the Smithfield development, with One Smithfield Square now complete, providing 77 new apartments with ground-floor retail space. All the apartments sold off-plan, which affirms the renewed confidence in the city centre residential market. An initial 'shell' refurbishment of the Mackie Mayor building is also complete, in order to enable future development.

- Additional greening in the area through provision of community outdoor space around the Church Street car park as part of Cityco's Garden City project, and in Stevenson Square, where a 'green roof' on top of the disused toilets, and new trees and hanging baskets have been established.
- Completion of the Hive Phase 1 on Lever Street, which is now home to the North West Arts Council and a number of other local businesses.
- Regular art displays and creative events in public spaces and businesses.

Top: Mackie Mayor
Bottom: High Street,
Northern Quarter





Tib Street/Short Street



KEY PRIORITIES

- Building on the successes of the area's evening economy by promoting usage as a daytime destination. This includes encouraging a range of events within the area and the option of establishing regular markets.
- Increasing the area's visibility through the systematic marketing and promotion of the area, encouraging a greater variety of people to visit and dwell within the area, and new and more diversified investment.
- As part of the final phase of the Smithfield development, securing the future redevelopment of the Mackie Mayor building – the only remaining complete structure from the original historic Smithfield Market. We will work with Muse (the developers of Smithfield) and other partners to bring the building back into productive use.
- Developing the currently derelict Cocozza Wood building on Oak Street, either in its own right or as part of an extension of the Band on the Wall complex.
- Considering further remodelling of Stevenson Square to further enhance the environment and encourage further investment.
- Exploring options to develop connections to Ancoats/New Islington and New Cross, spreading the creativity of the Northern Quarter eastwards and maximising the opportunities presented by the growing communities in those areas.



CHINATOWN

Manchester's Chinatown is distinctively Mancunian and representative of the Chinese community within the city. The area retains a strong sense of tradition and community spirit, while offering a unique visitor experience.

Manchester's Chinese community is the largest in the UK outside London and the third largest in Europe, with people of Chinese origin constituting the largest ethnic minority community within the city centre.

Manchester's Chinatown emerged in the 1970s. Despite being moderately small in geographical scale, the area covers a concise, well-defined area lying at the heart of the city centre. It is strategically placed between the main Retail Core, the Piccadilly Gateway and the Civic Quarter. Chinatown is characteristically and functionally different to any other part of the city centre

and of great strategic importance to Manchester as a city of distinctive areas.

The area is predominantly served by restaurants, which represent a range of Asian cultures and make up over 50% of the occupied space. In addition, Chinatown is home to a number of supermarkets, shops and Chinese physicians.

To ensure continued growth and development within the area, Manchester City Council is working in partnership with Cityco and relevant stakeholder groups, including business forums and resident groups. This partnership working will

Imperial Chinatown Arch





be imperative to securing further investment and ensuring the continued development of the area.

At the centre of Chinatown, around Faulkner Street, are the Arch and Pagoda, which have signified the heart of the area since the 1980s, and represent a landmark feature celebrating the identity of the local community. As a residential location, Chinatown is relatively small when compared to other global examples, with approximately 420 residents in the area. However, this is an increase of 60% over the last decade, which is significantly higher than the wider city centre population trend of a 28% increase.

Over the past few years, the city's relationship with China has taken centre stage as the drive to increase trade and investment between the two countries has been placed at the core of the international agenda. Manchester hosted President Xi Jinping and Madame Peng on the final day of their state visit in October 2015, which included a lunch held by the Lord Mayor. The city also continues to maintain its civic links with Wuhan, Manchester's sister city since

1986. Chinatown acts as the showcase for the Chinese community and our ongoing relationship and commitment to joint working with China.

The area hosts the city's Chinese New Year celebrations. This event has become one of the fastest-growing visitor attractions in the city's events calendar. It draws hundreds of thousands of visitors to the city over the celebration weekend, presenting a fantastic opportunity to celebrate Chinese culture and heritage as well as our local Chinese assets. Over the past two years, these celebrations have been extended to other parts of the city centre as part of the BID.

Through the Manchester Chinatown Community Group – a wide-ranging group of organisations and individuals with a direct interest in the health and wellbeing of Chinatown and the flourishing Chinese and South East Asian culture within the city – the promotion and development of Chinatown has become increasingly important to the work of the City Centre Regeneration Team.



KEY PRIORITIES

While Chinatown is adding to the city's visitor and tourism offer and is a must-see destination for international visitors and tourists, the area has the potential to significantly improve its contribution to the economy of the city centre and further develop as a unique and distinctive cultural destination serving both the needs of visitors and its own local community.

- Working collaboratively with businesses and residents to improve the quality of the environment and future maintenance strategy.
 - Working with local partners on an investment and development strategy to ensure that Chinatown fully exploits its potential.
 - Developing a strategy in conjunction with CityCo and the Chinatown Forum to establish the area as one of the most eminent of its type in the world.
-



THE VILLAGE

Canal Street

The Village is a truly unique and vibrant area of the city centre. Flourishing gay culture has helped develop the area into a village-like community, complete with a combination of residential, commercial and leisure destinations. Situated alongside the Rochdale Canal, which runs through the city centre, the Village makes an essential contribution to the local economy, attracting between 15,000 and 20,000 visitors each weekend.



A defining quality of the area lies in it being the home of the city's lesbian, gay, bisexual and transgender community, providing a safe and welcoming vibrant destination that is world-famous for its night-time and leisure scene. The Village boasts a range of unique and distinctive assets, including a number of Victorian and Edwardian buildings, a canalside location, a pedestrianised

street affording outdoor space to the venues, and proximity to the green space of Sackville Gardens.

The Village hosts Manchester's annual Pride event, which attracts thousands of visitors from across the world. Manchester Pride has become a lynchpin event in the city's tourism calendar. Held over the August Bank Holiday, the event attracts in excess of 40,000 visitors,

securing approximately £20million in economic benefit every year.

Over recent years, the demographic of visitors to the Village has become increasingly inclusive of not only the gay community, but tourists and families. The Village has effortlessly welcomed this much wider audience without losing its sense of identity. With its vibrant night-time offer, it is





one of the most effervescent areas within the city centre, and its range of dining options consistently attracts a cosmopolitan clientele.

The Village is home to one of the most concentrated clusters of independent businesses within the city centre. Among this commercial offer, the area maintains a close-knit business community, with 25 of the area's venues being members of the Village Business Association. The area has a commercial office space offer in addition to a diverse residential component that includes students and a proportion of the city's Chinese population.

The area has a number of transport links with the neighbouring Piccadilly Bus and Metrolink stations. The Curve Bridge links the Village to Piccadilly Station and Piccadilly Approach.



KEY PRIORITIES

- Redeveloping the former Origin site, on the Princess Street and Whitworth Street corner, which will be key to diversifying the area's offer and strengthening functionality and linkages with other parts of the city centre.
- Working with the reformed Friends of Sackville Gardens group to look at holding various events in the Gardens, many of which would involve the adjoining Manchester College.
- Maximising the use of the area's assets, particularly the canal towpath and Sackville Gardens, to enable them to strengthen the daytime offer and provide a more varied night-time offer.
- Developing and creating stronger links with neighbouring areas, as part of considering the future role and offer of the area, including the Kampus development, which will see complementary redevelopment on the opposite bank of the canal.
- Establishing a multi-agency approach to develop a long-term vision for the area that capitalises on its unique identity and strengthens its iconic status.



INFRA- STRUCTURE

Since the last Strategic Plan, the infrastructure of the city centre has developed significantly in relation to sustainability, transport, and digital connectivity. In order to achieve the objectives set out for the city, continued further development of these activities will be essential to ensure the sustainable long-term success of the city centre.





TRANSPORT

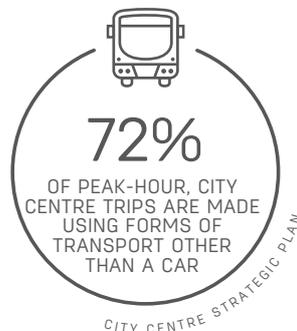
The transport system serving the city centre is critical to its current and future economic success. An efficient transport system is essential for a prosperous economy, improved accessibility, greater mobility and a better environment. In short, a world-class city needs a world-class transport system.

Two key principles inform our approach to planning and investing in transport in the city centre: ensuring that the city centre is the most accessible place in north west England; and making it an attractive and easy place to move around within. These key principles are embraced within the draft Greater Manchester Transport Strategy 2040: Our Vision strategy paper.

The city centre lies at the heart of the region's rail and bus networks and is also easily accessible by road. Over 15million people currently live within a two-hour drive of the city centre. Over the past 20

years the city centre has seen significant investment in improved public transport facilities and connections. As a result, over 72% of peak-hour trips to the city centre are now taken using forms of transport other than the car. Overall, the proportion of non-car journeys increased from 63% in 2002 to 71.7% in 2012.

There is the potential for employment in the city centre to grow by up to 15,000 over the next ten years. This anticipated growth is expected to lead to 30% more peak-time trips to the city centre. At the same time, the population within and surrounding the city





centre is expected to grow. All this will result in the need for improved access into and across the city centre by an enhanced public transport system, as well as good walking and cycling routes.

The improvements to the city's public transport system have been accelerated over recent years by the £1.5 billion package being delivered through the Greater Manchester Transport Fund. Investments have included the opening of new Metrolink lines to Ashton, Oldham and Rochdale, East Didsbury and Manchester Airport. Since its inception, annual passenger journeys on Metrolink services have risen

steadily: from 7.6 million journeys in 1992/93, to 31.2 million journeys in 2015. There has also been very rapid growth in rail patronage over the past 20 years.

An ongoing priority over the next few years is the delivery and co-ordination of the major transport infrastructure work across the city centre through Grow: a programme of work to improve the connectivity of the city and to ensure maximum ease of movement for pedestrians, bus, tram and train passengers, drivers and cyclists. This will be publicised by a major communications campaign to encourage greater public transport and cycle use.

The £44 million refurbishment programme at Victoria Station was completed in 2015. This redevelopment has enhanced the facilities at the northern edge of the city centre, restored the station's period features, and introduced new lighting and glazed entrances aligned with the Northern Hub and Metrolink work.

In addition to delivering economic growth, the devolution settlement will impact on the city's transport infrastructure. Responsibility and provision of the transport budget now sits with the Greater Manchester Combined Authority. The devolution agreement will

present the Combined Authority with an opportunity to gain greater local control over the future shape of local bus services, including fares, routes and frequencies in response to local factors.

A major impact on the transport infrastructure within Manchester in the long term will be delivered through High Speed Rail. The Government announced the preferred route and stations for HS2 Phase Two (West Midlands to Manchester) in January 2013. There are proposals for two stations in Manchester: one at Manchester Piccadilly and the other at Manchester Airport. Overall, HS2 will provide a number of opportunities, including employment and supply-chain opportunities for local businesses in the City Region. HS2 Ltd predicts that the whole HS2 scheme could support a net increase of up to 30,000 new jobs within the Manchester Piccadilly area.



Work is also being taken forward through Transport for the North to develop much-improved east-west connections between the cities of the North. The Northern Powerhouse will significantly shorten journey times between Manchester and Liverpool, Leeds and Sheffield, and will provide a much-needed complement to the north-south connections being provided by HS2. Plans are also being developed to further improve road connections between the northern cities. These future investments will improve the accessibility of the city centre from across the North and further stimulate its growth as a critical driver of the economy within the Government's planned Northern Powerhouse.



Top: Deansgate-Castlefield Metrolink stop

Bottom: Manchester Victoria Station



KEY PRIORITIES

Considerable further improvements to public transport, and cycling and walking routes are planned over the short term to support the continued growth of the city centre. Schemes include:

- The Second City Metrolink Crossing through the city centre to provide the capacity for the current and future extensions of the network, which will result in Manchester having the largest tram network in the country. This includes the new station at Exchange Square and upgraded stations at Victoria, St Peter's Square and Deansgate-Castlefield. By 2021, the extensions and service improvements are expected to treble the number of passengers accessing the city centre by tram.
- Provision of new rail capacity through the Northern Hub railway schemes, which will improve links to a number of northern locations, including Leeds, Sheffield, Liverpool and Preston, and accommodate a further 44million rail journeys. Projects include a rail link between Manchester Victoria and Manchester Piccadilly Stations, and improvements at Victoria, Piccadilly and Oxford Road Stations.
- Completion of improvements to Salford Central Station, including new platforms to enable the new services provided by the Ordsall Chord to stop there, and an enhanced platform environment.
- The Bus Priority Package – one of the largest investments in the subregional bus network for decades (totalling over £50million). This has the potential to deliver major improvements to bus travel across the City Region. Within Manchester it will deliver major benefits to Corridor Manchester in particular, where a reduction in general traffic is proposed, providing the opportunity for complementary improvements to the cycling and walking infrastructure, as well as better public space and new 'smart' travel information.
- Improved cycle routes and facilities, including improved access to the city centre from across the city, together with cycle maps, education and promotion to encourage more people to cycle.

- Measures to encourage further traffic reduction and improved traffic management in the city centre, within the context of the draft Greater Manchester Transport Strategy 2040: Our Vision, which will consider congestion at a Greater Manchester level, as traffic management currently is. In particular, seeking to eliminate city centre through traffic by encouraging more traffic to use the Inner Relief Road, while giving easy vehicular access to every part of the city centre. Initiatives will include smarter signage and an intelligent Traffic Management System, and considering junction and road layout alterations (for instance, at the junctions of Trinity Way, Regent Road, Water Street and along Great Ancoats Street) to improve traffic flows.
 - Smart travel information to deliver real-time traveller-focused journey information across all modes of transport, allowing people to better plan their journeys, and smart ticketing giving access to all forms of public transport.
 - Implementing the devolution agreement to direct more responsibility for transport decisions and resources to Greater Manchester. Plans, through Rail North, to devolve the management of rail franchises to local authorities across the North of England offer the opportunity to ensure that rail services are aligned with wider plans to deliver economic growth across the region. This is a significant example of more devolved decision-making.
 - Reviewing replacement car parking in the context of the changing nature of the city centre, to ensure new parking provision is made at sites that are easily accessible from the Inner Relief Road.
 - With TfGM, exploring opportunities to improve wayfinding across the city centre, using a range of media to provide accessible and consistent information, as well as a welcoming environment for pedestrians and passengers.
-

DIGITAL

Manchester's ambition is to become one of the world's most competitive and inclusive digital cities by 2020.

The aim is to maintain and continue to grow the competitive advantage for residents and businesses, therefore promoting economic growth. Manchester's digital and creative economy is increasingly important to the economy of the city centre and Greater Manchester as a whole. At present, 69% of businesses across Manchester have access to super-fast broadband, with 23% having ultrafast broadband access. Manchester's digital and creative sector is growing faster than anywhere else in the UK outside London, and approximately 5,500 people are now employed in this sector in the city centre.

Provision of access to high-speed, high-quality connectivity, underpinned by reliable mobile connection to support growth, is critical to enable businesses to compete, innovate and grow, and to reduce their cost base. The city centre has a comprehensive availability of top-business-grade connectivity. Choice has increased and monthly prices have fallen, supported by the connection voucher scheme (see below).

Since the previous City Centre Strategic Plan, Manchester has taken a number of steps towards becoming a global leader in digital connectivity:

The connection voucher scheme has provided grants to help businesses get a faster internet connection. The scheme has also stimulated the market, resulting in increased choice and lower prices for businesses, as well as giving some 10,000

Left: Manchester Central Library

Right: Mi-guide screen, St Ann's Square





4K camera and screens at Manchester's Central Library Demonstrator

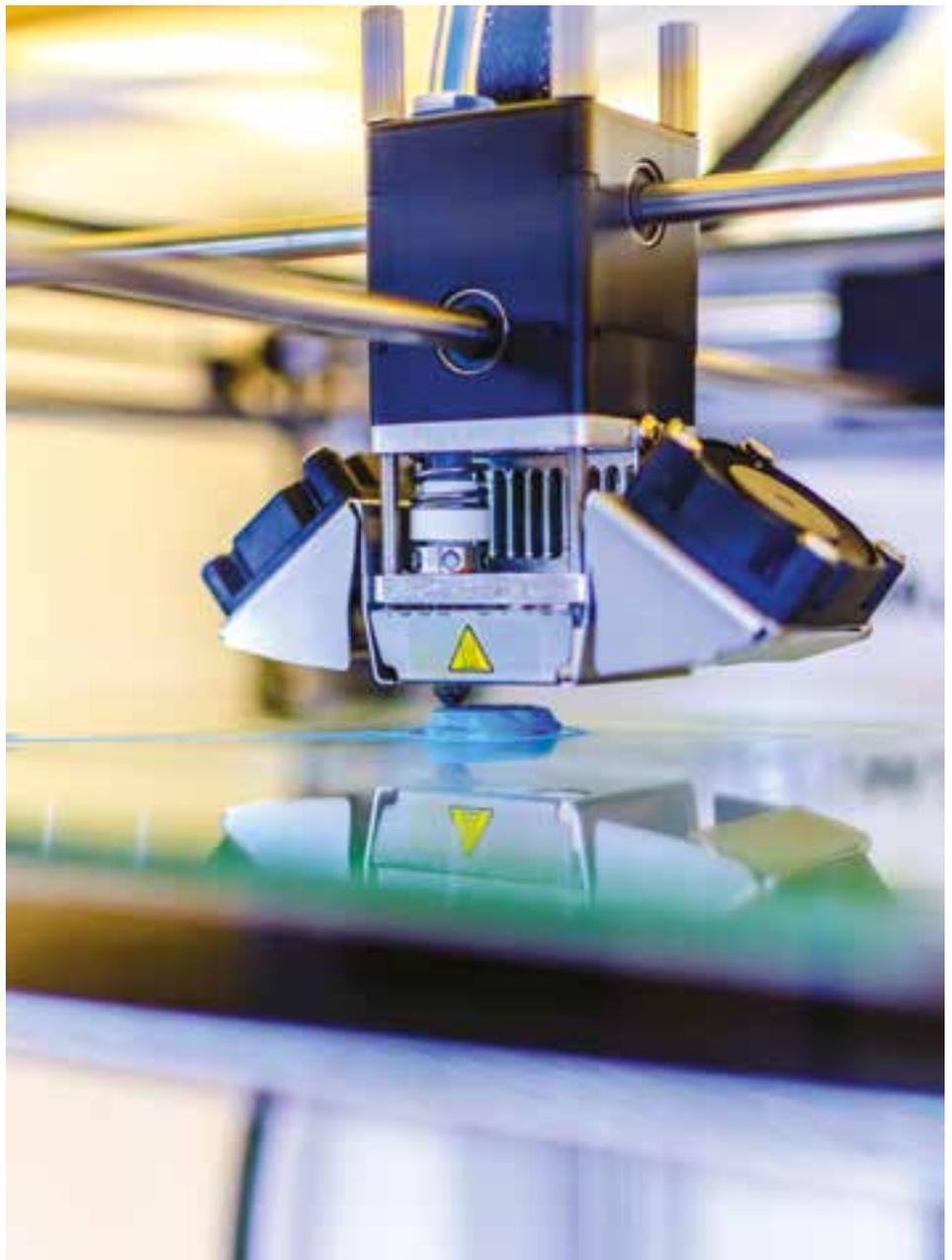
additional residents the option to access superfast broadband. However, the scheme has now closed, and our aim in the medium term remains to secure near universal availability of superfast broadband in the city; we are therefore actively working with a range of suppliers to encourage them to invest in infrastructure in the city.

- The provision of public wi-fi has expanded significantly over the past few years. Free public wi-fi is available on the public transport network through Metrolink trams and many buses.
- There are now over eighty Freebee Manchester access points across the city centre, allowing free wi-fi access for up to 30 minutes in key locations, including Albert

Square, St Peter's Square and St Ann's Square. Free access is also provided in Manchester's libraries and in the Art Gallery.

- Over 100 public buildings have free wi-fi available, including Central Library, where digital demand has never been greater. Since its re-opening, significant numbers of wi-fi sessions are logged daily across a variety of devices.
- Manchester's Central Library Demonstrator has a great range of modern-technology facilities for businesses to try for free. These include 3D printing, videoconferencing, the latest Apple Mac design programmes, and even Google Glass; there is also a wide digital training programme.
- To date, 650 businesses have utilised connectivity grants to fund the capital costs of upgrading their business connectivity. Together they expect to create over 1,000 jobs as a result.

- Manchester hosts the UK's second high-speed Internet Exchange, based in Manchester Science Park. This dedicated fibre connection to North America makes the city a key hub for the global internet and highly attractive for tech investment – particularly as a location for power-hungry Call and Data Centres, internet, cloud and connectivity providers – and we need to build on this competitive advantage.
- The UK's largest private cloud – UKFast – was launched at City Tower in June 2013.
- A network of ten miguide screens has been installed within the city centre. Developed in partnership with MediaCo and Magnetic North, these digital kiosks provide residents and city centre visitors with information about events, attractions, shopping, food and drink, accommodation and transport. Over the past 12 months the miguide screens have been well used, being viewed by over 3.9million people.





KEY PRIORITIES

The Manchester Digital Strategy was put in place in 2012 to facilitate the city's aim of becoming a leading digital city and to promote digital connectivity. Actions of particular importance to the city centre include:

- Encouraging commercial and residential development partners to provide improved connectivity as part of the design and build phase of developments.
 - Further development of innovation hubs and ecosystems, including Madlab, Innospace, and Manchester Metropolitan University's 'The Shed', a recently opened digital innovation studio situated on Corridor Manchester.
 - 'Go on Manchester', the Digital Inclusion Campaign encouraging businesses to upgrade to faster connections, to have a presence, and to trade and grow using the web. Business and individual Digital Champions are being recruited to support and encourage people to learn digital skills.
 - Working with the universities to attract and retain graduates with digital skills.
 - Developing high-level industry-relevant apprenticeship frameworks through Employer Ownership of Skills.
 - Attracting private sector skills initiatives, eg. the expansion of Hyper Island, based in the city centre, and giving people the opportunity to learn and grow to meet the technological challenges of the future.
 - Further development and availability of low-cost superfast broadband products that suit smaller businesses with less dependency on the internet and residents.
 - Working with partners such as MIDAS and the Manchester Growth Hub to support digital-based business start-ups and relocations in the city centre.
-

ENVIRONMENT

In order to further develop and maintain a destination that will continue to attract businesses, residents and visitors alike, it is essential to develop a strategic approach to the environmental infrastructure of the city centre.

Green and blue infrastructure makes up 14% of the city centre. Parks and community spaces, canals, trees and planters, as well as greening through green roofs and walls, all play an important part in retaining the character and appeal of the city centre. This creates an attractive environment for residents, visitors, workers and investors, adapting the city to climate change and enhancing biodiversity.

Improving the quality and functionality of this existing green and blue infrastructure – for example by planting more trees, green roofs and walls, and delivering new high-quality green infrastructure as part of new developments – will continue to be a key part of the growth of the city centre. However, there are practical problems with trees in some locations due to extensive underground services for example. Further information is set out in the Manchester Green and Blue Infrastructure Strategy.



Rochdale Canal

Low-carbon initiatives within the city centre will play a pivotal role in facilitating and sustaining a high-quality environmental infrastructure. Plans are currently being explored around the development of a number of city centre energy networks, with initial proposals centring on delivery within the Civic Quarter in 2017. This innovation will see the installation of a network of pipes that will provide hot water and electricity for a series of buildings. This will provide secure, affordable and low-carbon energy within the city centre.



Alongside this, the opportunity to improve the energy-efficiency of existing buildings and to install solar PV, along with new energy infrastructure, will help city centre businesses and residents to contribute towards Manchester's target to reduce 2005 CO₂ emissions by 41% by 2020. Future developments will be shaped with the strategic delivery of the city centre's environmental infrastructure as a priority.

Manchester city centre has a number of waterways at its heart; these significantly contribute to the environmental landscape, while enhancing connections between the city centre neighbourhoods and the surrounding areas.

The River Irwell runs along the city centre boundary with Salford. The Irwell River Park Scheme, described earlier in this plan, is creating a high-quality, green

walkway along the river from Salford Quays through the city centre and on to Peel Park. Greater Manchester has been successful in securing local sustainable transport funding through the Department for Transport to provide maintenance and infrastructure improvements along the river. As part of this, the possibility of developing an Irwell River Park Water Taxi (WAXI) is also currently being explored.

During the development of industrial Manchester, canals played a pivotal role in the prosperity of the city and are still important today, augmenting the character and enjoyment of the city centre. The Rochdale and Bridgewater Canals cut through the heart of the city centre, featuring heavily among the landscape of Piccadilly, Castlefield, Deansgate Locks and Canal Street.

A well-managed local environment and public realm is key to the attractiveness of the city centre. In 2014, the Council invested in the installation of almost 700 new waste and recycling bins within the city centre. This was supported by a Litter Strategy, designed to change the littering behaviour of residents, workers and visitors. Council officers continue to work with businesses to ensure they are aware of their responsibilities in relation to waste disposal.

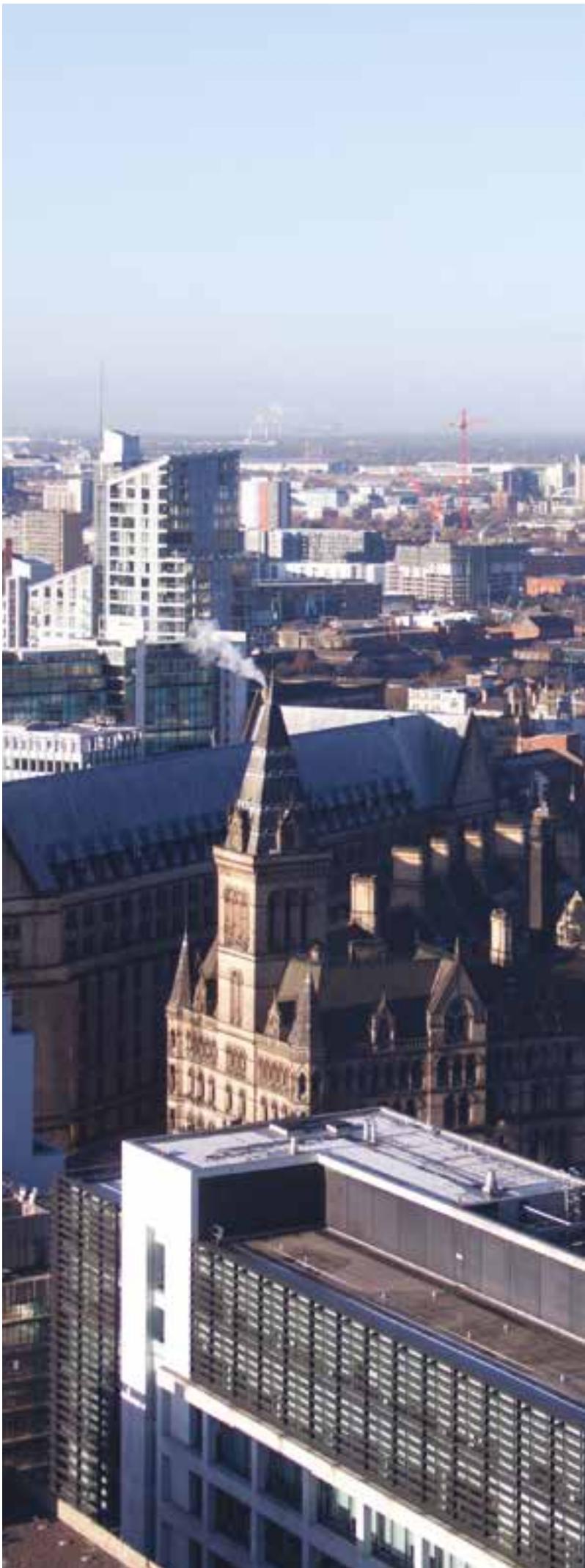


KEY PRIORITIES

- Improving the cleanliness, safety and usage of the canals. Projects will include a scheme to enhance the lighting along the Bridgewater Canal through Castlefield, to improve safety and accessibility. This should be delivered within the next two years.
 - Greater Manchester Police, Greater Manchester Fire and Rescue Service, the Canals and Rivers Trust, and Cityco. In particular, the Group is looking at solutions for improving safety along the Rochdale Canal, close to Piccadilly Station.
 - Working in partnership with Peel Holdings, the Bridgewater Canal will also benefit from a cycle improvement programme, improving linkages between Trafford and Manchester city centre. This work will be completed in three phases:
 - **Section one:** Europa Gate to Sir Matt Busby Way.
 - **Section two:** Wharfside Way to Manchester Boundary.
 - **Section three:** Manchester Boundary (west of Hulme Hall Bridge) to Deansgate.
 - A Water Safety Group is now in place, involving officers from Manchester City Council,
 - Implementing the revised maintenance agreement for the Rochdale Canal. The agreement documents the partnership arrangements and shared roles of Manchester City Council, the Canals and Rivers Trust and Cityco. Effective partnership management will enable the successful maintenance of the city centre's canals.
 - Exploring projects to animate and encourage use of the canals; for example, a green installation at Bridgewater Basin (close to the Bridgewater Hall) to provide a habitat for various species, as well as a dramatic visual impact.
-



LOOKING AHEAD





COMMERCIAL DEVELOPMENT

Although the commercial market is buoyant, unless strategic action is taken, the impact on availability will see supply squeezed, prime rental rates increase, and limited opportunities to satisfy large-scale and footloose enquiries.

There was significantly less availability of Grade A office space (250,000 sq ft) in 2014 compared to 2009 (600,000 sq ft). In 2014, over 80% of leased units in excess of 20,000 sq ft were of Grade A quality, underlining healthy occupier demand for high quality.

As we develop masterplans for key areas of the city centre, space for commercial accommodation that is flexible and able to meet the needs of the market will be central. Tools such as the Greater Manchester Investment Fund enable us to fast-track those developments to ensure supply does not dry up and support the liquidity of the city centre market; such tools are essential, as is the ongoing relationship with the private sector and property community.



The market is also showing increased confidence in Grade B supply in Manchester, with an ongoing need to provide cheaper and more flexible office space to support start-up businesses and SME growth, alongside Grade A accommodation. However, there remains increasing pressure to provide a growing pipeline of accommodation and protect strategic sites for commercial development; this is particularly the case at Grade A, in order to satisfy demand over the next few years, as investor confidence increases and new entrants to the market seek out commercial space in Manchester.

The market is responding to these opportunities, evidenced by the number of developments that are coming forward, eg. at Spinningfields, St Peter's Square and NOMA, among others.

However, there are still some underused smaller buildings, particularly in the core of the city centre. We will also look at the opportunities to develop strategies to encourage the development of privately owned buildings that could provide further affordable office space but have not yet so far come forward for development.

Taking account of our strategic sites – such as St John's, NOMA, First Street, Piccadilly and Mayfield – we are confident that there is sufficient capacity to support the level of growth in commercial space that we are anticipating for the foreseeable future.





Above: 1 Smithfield Square, Northern Quarter

Above right: St Peter's Church, Ancoats



RESIDENTIAL

Demand for city centre living that embraces different models and tenure types is rapidly increasing and is a key attraction for a younger population seeking different lifestyle choices, as well as for people wanting to grow older within the city centre. The residential trajectory is expected to continue as a result of the predicted continued increase in

employment in the city centre, as well as other factors, such as higher levels of graduate retention.

This significant growth is also aligned to major demographic changes within the city: a decrease in the number of over-65s, a 40% increase in the 20–25 age group, and under-5s being the fastest-growing age group. This growth in children living in the city

centre has been supported by the opening of the New Islington Free School, which provides a needed education facility in the city centre.

The Council is currently undertaking work on a citywide basis to examine the potential for further primary schools, secondary schools and nurseries to be established in developments in areas of high demand, including demand generated

by people living in the city centre. The Council supports the principle of creating additional educational facilities to cater for the growing city centre population, and will work collaboratively with established and reputable providers seeking to deliver an appropriate offer for families in the city centre.

Resident-based growth is directly related to the city's economic growth, which has been driven by the rapid expansion of a number of key sectors, particularly financial and professional services, media and creative, public administration, leisure, tourism and the service sector. Demand for residential accommodation

will be a result of increased employment in the city centre economy, and these are sectors that will continue to underpin the city's growth prospects in the future.

The next decade will see another surge in growth, with independent economic forecasts indicating that the city will benefit from:

- A further 50,000 people choosing to live in the city, increasing the population to over 600,000
- An additional 43,000 jobs, increasing city employment to over 430,000 jobs.

The drive to provide new residential development is reflected in Manchester City

Council's draft Residential Growth Strategy, 2015.

This recognises the urgent need to accelerate the pace of housing delivery in the city given the critical relationship between employment and housing growth, the importance of a vibrant construction sector, and a successful housing market to widen economic performance.

The city's exciting and planned housing includes affordable homes for sale (through shared ownership schemes) and affordable homes to rent (through registered housing providers). The city centre also has a large sharing market, increasing its affordability.



The city centre has benefited from long-established residential neighbourhoods such as Castlefield, the Northern Quarter and the Village. However, the need to identify and develop new city centre neighbourhoods is essential to satisfy existing and anticipated demand. Expanding residential development across the city centre will also include providing a differentiated residential offer. Traditionally, the city centre residential offer has focused on apartment properties. New residential properties will also need to include family-focused accommodation of varying sizes, with communal facilities, a range of amenities, and a high level of environmental management.

The city centre and edge-of-centre neighbourhoods are not only seen as locations where young and skilled workers will choose to live, but also where retirees will choose to live. Institutional investors are increasingly interested in the development of 'Build to Rent' apartment schemes; these are designed and professionally managed on a medium to long-term 'hold' basis, given the continued restrictions on mortgage finance and an increasing tendency for economically active individuals in the age bands 25–40 to rent property, rather than purchase. This builds on the existing

Buy to Let market. However, owner-occupier properties are also being brought forward in a number of areas, including St John's, Great Jackson Street, First Street, Mayfield, New Cross, Lower Irk Valley and Ancoats.

To secure the successful delivery of the Manchester Residential Growth Strategy, the Council has entered into a collaboration arrangement with the Homes and Communities Agency (HCA), the Government's housing, land and regeneration agency, to focus both organisations' efforts in delivering residential development opportunities in the city over the next few years.

The collaboration, entitled Manchester Place, provides the means by which the Council and the HCA will ensure the delivery of agreed strategic residential and commercial development initiatives within the city, helping to drive forward the growth of the residential market at the core of the conurbation.

A number of Priority Investment Areas have been agreed, which are consistent with the objectives of the Greater Manchester Strategy, the Council's Residential Growth Strategy, the Manchester Core Strategy, and the relevant Manchester Strategic Regeneration Frameworks.

New housing development will need to take into account the space standards being developed for Manchester, as well as policies, such as Design for Access 2 and the Code for Sustainable Homes, to provide appropriate, accessible and sustainable homes for a range of age groups, including young people, families and older people.

RETAIL

As the UK's top-performing retail destination outside London, there will be a continued, concentrated effort to support and diversify the existing retail offer in addition to facilitating new entrants into the city centre.

Retail patterns are clearly changing nationally and globally, with the growth of multichannel shopping formats. This is expected to continue in future years. Manchester city centre, as with other city and town centres across the UK, is sensitive to the evolving needs and dynamics of the retail market, and there has been an impact on the main retail areas in recent years. For example, there has been a changing balance between retail and leisure outlets in a number of areas.

Despite this, Manchester city centre's retail offer continues to perform well, as highlighted elsewhere in the Strategic Plan. There is evidence that formats such as 'click and collect' and 'holistic shopping experiences' are an important part of enabling continued strong performance, with a number of the major stores reporting that these forms of shopping are significantly boosting their sales. Given the popularity of the city centre and the number of people who access it for work and leisure, there is considerable potential for these alternative types of shopping to expand and diversify to help to continue driving footfall and sales.

Having a strong number of independent retailers will create an experience unique to Manchester, thus increasing footfall in the city centre and differentiating the offer from other UK core cities.

Manchester currently has a strong offer with a higher proportion of independent retailers than both Birmingham and Leeds, with areas such as the Northern Quarter important in providing a different offer. The development proposals brought forward for NOMA, St John's, Circle Square and First Street will reflect the need to establish a niche identity, differing from the current retail and leisure offer in other city centre retail districts.

The next two years will also see the Heart of Manchester BID come up for renewal. At this point, the BID will have been supporting the retail offer of Manchester city centre for five years and, based on the impact and delivered outcomes, retailers will decide whether to continue to fund the initiative.

LEISURE AND THE EVENING ECONOMY

It is estimated that 150,000 people visit the city centre each weekend to enjoy the nightlife. Manchester city centre has a wide range of leisure and cultural offers. This includes over 200 restaurants catering for a vast range of eclectic tastes, cinemas, theatres, art galleries, music venues such as Bridgewater Hall and Manchester Arena, and a growing number of bars, pubs and clubs.

The city centre and its night-time economy are extremely important to Manchester. Having a vibrant leisure and cultural offer is a key factor in people's choice about where they live, work and visit. It also contributes hugely to Manchester's economic growth. Between 2007 and 2014, the number of licensed premises in the city centre



©The Vain Photography, Carl Sukonik

City centre nightlife.





increased from 609 to 827, an increase of 37%. The management of the night-time economy will continue to be developed through a partnership approach and require careful management to ensure that licensed premises do not impact on surrounding residential and commercial premises. This partnership consists of Greater Manchester Police, Manchester City Council, and sector groups including the Pub and Club Network, Hoteliers Security Group (HOSIG), and CityCo's Business Crime Reduction Partnership.

The Northern Quarter continues to thrive as a night-time city centre destination. The area provides a unique and independent bar and restaurant scene. Similarly, over the past few years, Spinningfields with its stylish restaurants and outdoor socialising space has become a primary evening destination. Following the recent launch of HOME, First Street has begun to establish itself as an evening visitor destination, and the increase in the area's popularity will continue as

the site is developed further. As additional city centre developments are progressed there will be increased evening activity. Careful management will be required to achieve a balance of commercial and residential uses with evening entertainment venues. In some parts of the city centre, eg. in Ancoats and St John's, there is a predisposition against granting late-night drinking and entertainment licences.

CAR PARKING

With increasing numbers of people both working in and visiting the city, a focus on ensuring good access to the city centre's amenities has been and will continue to be a priority.

As outlined in the section on Transport infrastructure above, there continues to be significant investment in the region's public transport network to ensure we can provide extensive, reliable services to support our growing, thriving city, also to reducing dependency on the car. However, we also recognise that a proportion

of the city centre's workforce and visitors will continue to travel in by car. There are currently in excess of 20,000 off-road and 2,000 on-street parking spaces available within the city centre to meet this demand. Providing high-quality, secure and convenient vehicle-parking facilities remains a priority, and we will continue to review car parking in the context of the changing nature of the city centre.

A number of surface and multistorey car parks have been lost to regeneration schemes in recent years and further losses will result from the redevelopment of other sites, such as Kampus, Great Jackson Street and First Street. Additional parking facilities in appropriate proportion to the proposed development are seen as integral to creating mixed-use, sustainable developments, and to ensuring that new neighbourhoods are attractive to residents and businesses. As has happened in the first stage of First Street, we will be looking at bringing forward large multistorey car parks as part of large-scale, comprehensive regeneration schemes to ensure there is

adequate provision to meet demand.

Further opportunities to meet future parking demand at increased densities include areas easily accessible from the Inner Relief Road, where additional facilities have been provided by, for example, the New Bailey car park and at Greengate. By providing facilities at these locations, a significant number of traffic movements and their wider impact can be removed from within the centre itself. In turn, this may provide opportunities for environmental enhancements for certain sites within the core, pending their redevelopment.

Below: Shudehill Interchange



TRANSPORT

The transport infrastructure section above identifies many of the future opportunities to improve transport connections, not just in the city centre but across the city and the region. At present, the North's city regions are poorly connected to each other by transport infrastructure and services. A long-term programme to transform the quality and capacity of local rail and other public transport commuter systems in the North's major city regions is required.

A new vision for improved transport services across the North – Transport for the

North (part of the Northern Powerhouse agenda) – is being developed to support major investment in rail and other infrastructure. This will focus on improving east–west connectivity, building on the existing commitments to the Northern Hub and the electrification of the TransPennine line, as well as improvements to the East Coast Main Line to Newcastle. Together with HS2, the Northern Powerhouse Rail system will transform city-to-city rail connectivity east–west and north–south, with the aim of connecting all our major city regions to the future high-speed rail

network, and radically reducing travel times. Faster journeys would be delivered by an electrified, high-speed east–west railway, capable of speeds of up to 140mph in places.

The vision would develop a freight strategy to provide better rail freight connectivity between major northern ports and freight distribution centres, alongside a network-wide reliability programme across the North's motorway and trunk road system that would resolve strategic bottlenecks in the North. It would also establish a clear long-term investment framework for city and county region

transport systems that maximise access to skills and promote sustainable commuting in support of growth and efficiency.

It would establish a programme of surface transport improvements to the North's major airports, including Northern Powerhouse Rail links to Manchester Airport – the biggest airport outside the south east, where additional routes to destinations in the world's rapidly growing economies such as China and India, as well as those to the USA and Europe, are increasing.



Parsonage Gardens

Taken together, these transport innovations and improvements would provide the long-term transport strategy and investment programme that would help transform northern growth, help rebalance the country's economy, and establish the North as a true powerhouse.

Population growth, the growth in residential and commercial development, and the consequent expansion of the city centre's boundary demand a review of our transport-access arrangements and car parking strategies. Proposals on these will be brought forward for public consultation in due course.

ENVIRONMENTAL

While the growth and development of the city centre will present challenges from a climate-change and environment perspective – as in all cities – this plan sets out the city's commitment to respond to this challenge, and the opportunity it presents. The growth and development of the city centre will be guided by the following objectives, taken from the city's climate change strategy 2010–20, Manchester: A Certain Future:

- CO₂ – this will have reduced by 41%
- Adaptation – prepare for and actively adapt to a changing climate
- Low-carbon economy – achieve a rapid transition to a low-carbon economy
- Culture change – embed low-carbon thinking into the lifestyles and operations of the city.

DELIVERY

The City Centre Strategic Plan demonstrates the significant expansion and economic growth that have occurred within the city centre over the last decade. This development has been achieved amid a backdrop of recession and a weak economic climate.

The plan sets out the city's ambitious development plans within the context of economic, infrastructure and business growth. It also includes the priorities over the next few years for each city centre neighbourhood to maintain momentum and provide further growth and development.

The plan outlines both the private and public-sector partnerships formed to ensure the successful delivery of the vision for the city centre.

As described earlier, the City Centre Strategic Plan supports the priorities of the Greater Manchester Combined Authority, as set out in the Greater Manchester Strategy. The Combined Authority provides the governance

arrangements for delivering the Greater Manchester Strategy and will be developed further through the Greater Manchester Devolution Agreement. We work closely with the Manchester Growth Company to support investment in the city centre, through providing support for businesses – whether new or those looking at setting up or relocating to the city centre – and encouraging skills development.

Regeneration or Development Frameworks have been put in place for those areas where significant development is taking place, such as NOMA, St John's and First Street. These frameworks guide development in those areas and are generally delivered through partnership agreements and boards.

They set out the delivery expectations of the area, and where they are intended to be achieved.

In addition to the Manchester Growth Company, we work in partnership with a wide range of organisations and partners in order to deliver the aims and priorities set out within the Strategic Plan, including CityCo (the city centre management company), Transport for Greater Manchester, Greater Manchester Police, Salford City Council, Corridor Manchester, as well as the private sector. The Strategic Plan contributes to the business and delivery plans of those organisations; for example, there is a business plan in place to deliver the aims of the Business Improvement District.

ENGAGEMENT

Active engagement by residents, businesses and other key stakeholders within the city centre is encouraged in a number of ways.

A full public consultation process is carried out for all Regeneration and Development Frameworks, including direct notification to all residents and businesses in the surrounding area. Manchester City Council actively encourages developers to undertake thorough consultation exercises when developing planning applications, and also consults on all applications.

The City Centre Regeneration Team participates in regular business forum meetings, as well as ward meetings with local councillors, which residents are welcome to attend. The Council also facilitates partnerships with, and supports, local community groups, for example, through local community projects. This, alongside events such as Manchester Day, helps to install a sense of civic pride.

The Council is currently undergoing a corporate review to examine how it can engage with all residents throughout the city, with the intention of extending its engagement processes even further.



Manchester Day Parade

CITY CENTRE EXPERIENCE

Manchester today is a city known for many things – its knowledge, its sport, its culture and attitude, its physical assets, and its heritage and history.

Manchester has always been a city that has sought to exploit its advantages and to develop its contribution into civic infrastructure and values. This tradition remains strong. Today, we are a city that still faces many challenges, but we are also a city with a reputation for building on our strengths and making opportunities happen. Manchester is shaping and delivering a new economic and social future for its citizens and the wider conurbation and, in doing so, is helping to redefine the UK's competitive performance.

The city centre is a microcosm of these attributes, providing a concentration of employment, residential, cultural and leisure opportunities, and facilities to suit all tastes and requirements. The continuing diversification and evolution of the city centre makes it one of the most dynamic centres in the UK. The city has enormous potential to create jobs and economic wealth for the benefit of its residents and the conurbation on a scale that could have significant impact on the national economy.

We have a clear vision for the future of our city. Our vision is of Manchester

as a world-class city as competitive as the best international cities. A city:

- That stands out as enterprising, creative and industrious
- With highly skilled and motivated people
- With residents living in successful neighbourhoods whose prosperity is environmentally sustainable
- Where all our residents are valued and secure, and can meet their full potential.

Our vision is being delivered through a strategy that seeks to marshal all the city's asset bases, not just its economic resources, and works towards an even greater build-up of the city's skills and knowledge base. By facing the challenges, we will deliver a prosperous and more inclusive future for residents, providing the opportunity for them to share in the wealth being created.





ANNEXES





CITY CENTRE MAP





GREEN
QUARTER

LOWER
IRK VALLEY

COLLYHURST

MEDIEVAL
QUARTER

NOMA

NEW CROSS

ANCOATS

RETAIL CORE

NORTHERN
QUARTER

NEW
ISLINGTON

CENTRAL
BUSINESS
DISTRICT

CHINATOWN

PICCADILLY

KAMPUS

THE VILLAGE

NORTH
CAMPUS

MAYFIELD

CORRIDOR
MANCHESTER

LINKS TO KEY DOCUMENTS AND WEBSITES

Links to all documents discussed in this Strategic Plan, and relating to city centre development can be found at www.manchester.gov.uk/citycentreregen

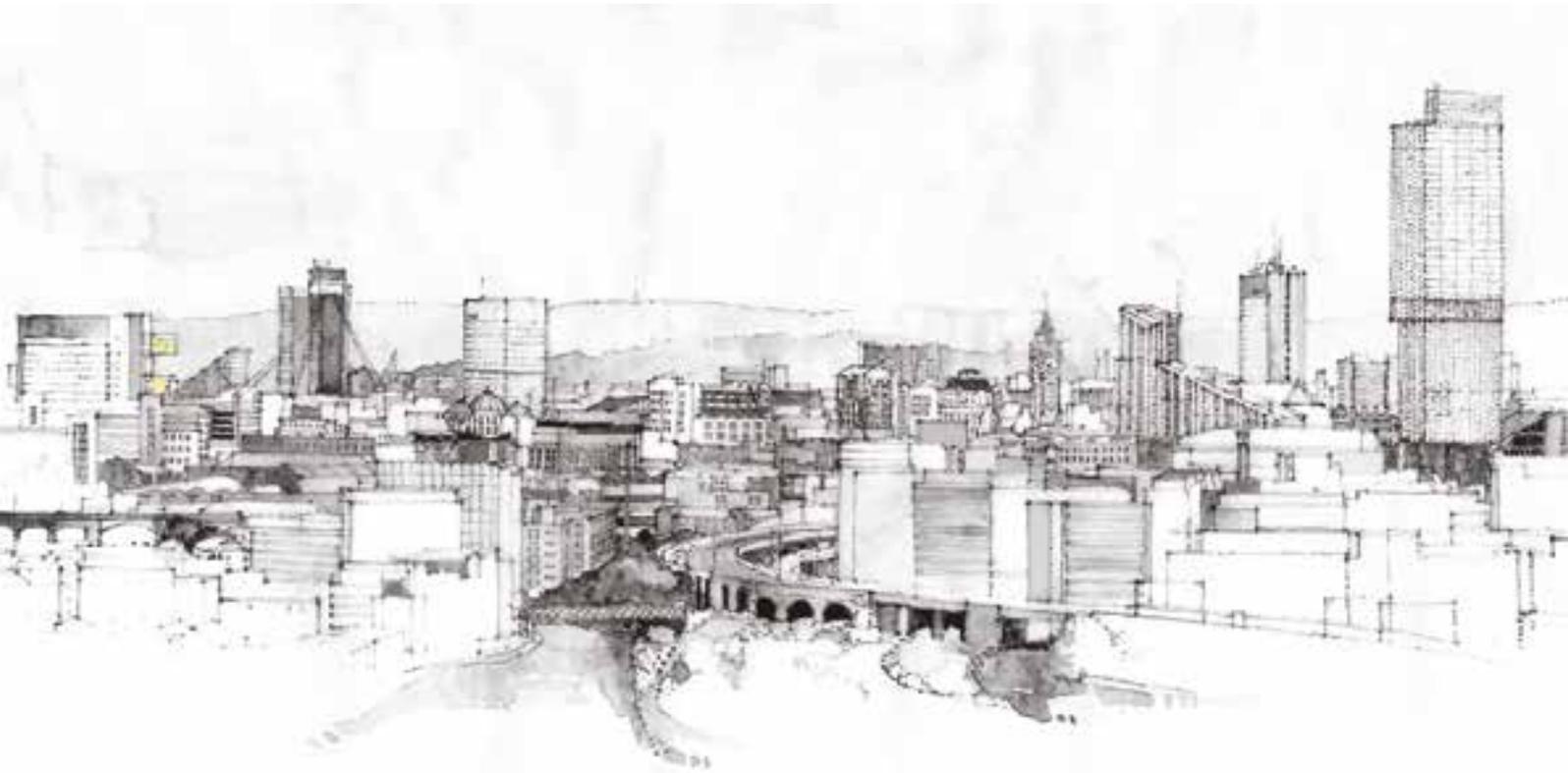


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