



a strategic plan for manchester city centre 2009-2012



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foreword

Manchester's city centre has undergone a remarkable transformation over the last decade. High quality new buildings and strong urban design have helped create a distinctive and emphatically contemporary city centre that embodies the wholesale renaissance which is swiftly evident to the increasing numbers of visitors flocking to Manchester. There is a discernable buzz about the city – a sense of confidence and ambition, and a bolstering of the already strong pride in being Mancunian.

This re-making of our city centre has already brought many benefits to Manchester and its surrounding city-region. We have worked hard to ensure balanced development and to create a diversified economy, and have shaped growth to make sure that there is compatibility of supply with demand in all retail, commercial and cultural ventures. We have sought out and captured new investment, thereby retaining market dynamism, and ambitious but realistic objectives are being delivered through a wide range of effective partnerships with city centre stakeholders.

The world has now changed again and has thrown up new challenges. As always we are ready to face these challenges and we invite you to see how your enterprise fits in with our vision and how it can benefit from synergy with the plans of our partners.

The global economic position at the time of publishing this document gives us the opportunity to pause and reflect more deeply upon the precise direction of the city centre's economic travel.

This Plan therefore:

- > looks forward to 2012;
- > sets out a long term vision for how we want the city centre to be;
- > highlights the specific keys to the development of particular localities; and
- > identifies what needs to be done to make the vision a reality.

We now challenge you to join us, and ask yourself, 'what can I contribute to the next chapter of the success story that is Manchester city centre?'

Sir Richard Leese
Leader, Manchester City Council

Rowena Burns
Chairman, Cityco



introduction

This plan – which follows the one published in 2003 – recognises that Manchester and its city centre are competing internationally. Capital is global and investment decisions are based on a range of factors, not least of which is the perception of what a place is like. External views of Manchester’s quality of life as a whole are strongly determined by perceptions of the city centre. These opinions will be formed by factors such as a distinctive cityscape and public realm, business diversity, the cultural offer, a range of global hotel brands, high quality civic functions and accessibility. Achievement of our vision for the city centre will ensure positive perceptions of Manchester, for both investors and residents.



Since the publication of the last City Centre Strategic Plan:

- > The city centre's population has nearly doubled to about 19,000 people.
- > Over £11.2 million additional economic benefit to Manchester has been drawn in by city centre conferences in three years, and Manchester has now become the best UK destination for conferences and conventions.
- > Manchester has become the third most popular visitor destination in Britain, beaten only by London and Edinburgh. There are now around 971,000 overnight stays per year in Manchester by overseas visitors (mainly in the city centre) and the tourism industry contributes over £5 billion to the city-region's economy.
- > Crime has fallen by 21.96%.
- > An additional £0.3 billion per year has been added to city centre retail turnover, with an additional 0.54 million square feet of retail space added.
- > The MEN Arena has welcomed its 10 millionth customer and is now established as the busiest venue of its type in the world, selling over one million tickets per year.

- > In 2007 the city hosted the first Manchester International Festival, which received international critical acclaim and attracted 200,000 visitors.
- > The total number of hotel beds has risen by over 40% to nearly 8,000.
- > According to the 2008 UK Cities Monitor, Manchester has become the best UK city for new company headquarters and back office functions.

These achievements are encouraging and show what can be achieved. But they are also now history and the economic ground has shifted. This plan is aimed at helping pave the way for further progress in the future, as competitors vie to emulate Manchester's success and Manchester strives in turn to learn from and replicate the successes of others.

In this respect, this plan presents a vision for the city centre and sets out the strategic actions required to work towards its attainment over the period to 2012. These strategic actions are set out in the context of how to strengthen the core functions of the city centre, the conditions needed to support those functions and the contribution to be played by each of the distinct components within the city centre towards achieving our overall vision. The plan builds on the work undertaken in the years preceding it and informs the statutory Local Development Framework for the city centre.

In broad terms, the city centre is defined as the area inside the Inner Relief Route, but for the purposes of this plan, extends naturally beyond this to encompass the Corridor to the southern margin. Other key parts of the city centre, particularly within the Chapel Street sub-area, lie within the administrative boundary of Salford City Council, and we have therefore built a strong shared strategic context to ensure the integrity of city centre regeneration.

Whilst this plan is primarily a business and regeneration based document, the needs of all city centre stakeholders have been taken into account, with a wide ranging consultation exercise used to engage people in its development and to identify an holistic vision where the social, environmental, cultural and heritage contribution of the city centre are seen as crucial to the future success of Manchester.

This plan is action orientated with milestones and priorities outlined throughout.



context

City centres are dynamic places and they play a critical role in generating jobs and prosperity. Manchester city centre is the gateway to Manchester and the wider city-region for many potential investors, new residents and visitors, and so its role in providing a positive image and framework for inward investment (in its many guises) cannot be underestimated. Ultimately, its continued strong economic performance within a high quality urban environment is therefore fundamental to the prosperity of both Manchester and its city-region.

In the past decade the city centre attracted an estimated £2 billion of investment and created some 45,000 jobs. This success is vital not only for the huge contribution it makes to the prosperity of the wider city-region and overall national economic prosperity, but to help reduce the £30 billion gap between the North of England's Gross Value Added and that of the average for England as a whole.

Manchester city centre has achieved a critical mass of economic activity and the Manchester City Region Development Programme sets out a plan to deliver further jobs by 2021. The unique Manchester Independent Economic Review (MIER) now offers multifarious analysis which can inform sectoral action.

As well as the regional and national dimension, the city centre's success is also critical to addressing the long-standing and deep-rooted challenges of social exclusion faced by many, in particular those residing on its periphery. Continued economic success is therefore fundamental to creating opportunities and benefits for local residents and

the challenge is to sustain this and to translate it into real improvements in their quality of life.

Manchester's Community Strategy provides an overarching framework for the regeneration of the whole city and has three core aspirations: reaching full potential in education and employment; individual self-esteem and mutual respect; and neighbourhoods of choice. The city centre is key to the successful implementation of the Community Strategy as the primary engine of economic growth and opportunity. It is and will remain the largest driver of employment growth in the North West, the most significant focus for cultural activity and creativity in the north of England, and a key attraction of people to Manchester and its wider city region and a key determinant of their willingness to commit to the city.

The success of the city centre's development to date has been largely achieved through forging strong, dynamic and fruitful partnerships between the public and private sectors. The success of these partnerships has been founded around the leadership of the City Council and by their focus on a joint vision and a mutual strategy for the growth of key economic sectors and localities. The principal and coordinating city centre partnership is Cityco – a partnership between the business community and the public sector. Strong working relationships and a shared strategic vision have also enabled Manchester and Salford City Councils to ensure that development within the whole city centre is closely co-ordinated and complementary.

Central to this process is the continuing development of Cityco forums and networks and the creation of additional, smaller, more geographically or thematically focused partnerships. A balance is sought between maintaining a strategic approach across the city centre and the localised coordination necessary to develop the individual character and strength of different locations or sectors.

It is worth noting that although this plan sets out a programme for action in the medium term, it does not ignore the economic downturn and the short-term response to it.

The City Council, Cityco and their partners will not be complacent in challenging times and a robust strategy has been developed to respond to those challenges. This includes:

- > the multi-strand Helping Hands initiative providing advice for businesses and residents
- > marketing the city centre as a shopping, leisure break and conference destination
- > the dressing and introduction of temporary uses into empty retail units
- > the systematic marketing of empty retail and other units to secure permanent long-terms lets in order to maintain and enhance the overall city centre 'offer'.

Manchester's proud tradition of innovation and of its people working together will also mean that the City's response will adapt to any changing circumstances.

1

a vision for manchester city centre





Manchester is the original modern city. Since the first Industrial Revolution it has been at the leading edge in innovation and creativity. With this rich heritage at its foundation, the city centre will reflect Manchester's ambition to be in the front rank of cities in Europe and the world. It will build on its success and become a place defined by excellence in design, in quality, in diversity of offer. It will be a place that inspires and excites. Above all it will be a unique place – a place that captures the essence of Manchester and its values, a place that is both proud and welcoming to all who wish to come and make their contribution. Being Mancunian is a state of mind – a sense of belonging to our city.



This plan seeks to provide a route towards the delivery of this vision for Manchester city centre, and guides our strategy for the period to 2012. Manchester has a complex mix of functions that inter-relate and complement each other to create the motive power of the urban core. The city centre is one place but must perform at a level of excellence across all of these functions if it is to achieve its potential. The city centre is...

...a place to invest

Manchester's economic growth has been driven by the rapid expansion of a number of sectors, particularly financial and professional services, media and creative, life sciences, public administration and leisure, tourism and the service sector. A key priority is to continue to pursue a strategy that ensures Manchester becomes the number one destination of choice for all new investment in all business sectors.

The decision of a number of major financial institutions to locate key functions in Manchester reflects the city's unique range of assets and opportunities, which underpin the city's drive for success. These include a large employment market with a diverse labour pool with the right mix of skills within the city's travel to work area, one of the largest higher education campuses in Europe, and an excellent infrastructure including high quality, national and international transport links.

Manchester City Council and Cityco will continue to support city centre businesses and improve the environment by creating investment opportunities through strategic initiatives, by building successful partnerships that foster a shared vision and ambitions and by championing high quality design of buildings and public realm in all areas. All of these initiatives will maintain and enhance the conditions required to strengthen our key economic sectors.

Coordinated service delivery including, for example, addressing business crime and anti social behaviour is a critical element in the drive to improve the City's national and international profile. We will continue to develop innovative ways of working and exemplars of best practice in all of these areas. In particular, the City Council and Cityco will help to facilitate development that supports the vision of the city centre, through providing a positive flexible planning framework and facilitating and encouraging collaboration between landowners, businesses and other stakeholders.

Attracting talented staff by making the city centre a better place for business and leisure is also a key strand in the strategy to ensure Manchester is second to none as a place to invest. The Cushman and Wakefield UK Cities Monitor, looking at criteria such as quality of life and ease of recruiting good quality staff, ranked Manchester second only to London as the best overall place in which to locate a business. In addition Manchester is now recognised as one of Europe's most sought after business locations. The City Council will continue to work in partnership with MIDAS, Greater Manchester's Inward Investment Agency, to build on this reputation and secure significant levels of new investment and employment in the city.

A key challenge will be to both ensure that Manchester continues to offer the right mix and level of skills required by existing and future investors in the city and that local communities can benefit from the employment opportunities that will arise from new investment in the city's key growth sectors.

We also need to continue to pursue our strategies to develop our transport infrastructure to ensure that anticipated growth is not constrained or inhibited, and to ensure our residents have access to the employment opportunities that will be created.



...a place to work

The city centre must continue to grow and diversify its employment base. The key sectors that will underpin the delivery of the new economy for Manchester and the North of England are critically dependent on the city centre.

Creative and new media industries, digital communications, retail, cultural and leisure are all sectors that depend upon the continued vitality and growth of the city centre, which itself needs a climate that enables them to continue to thrive. The creative energy of the city will fuel our future, and investment in creating new opportunities for these sectors will be a priority in order to ensure that the city builds on its leading position.

Manchester must also consolidate its position as the main centre for financial and professional services in the UK outside of London. The city-region's economic growth has been driven, to a large extent, by the rapid expansion of this sector over the last decade. Around half of all city centre businesses (and with this a substantial proportion of its workers), are engaged within the financial and professional services sector. Growth of a dynamic international centre for business will be facilitated by encouraging the provision of a variety of accommodation types and footplates to encourage investment by local, national and international businesses. Developments such as Spinningfields, Greengate, Victoria, Piccadilly, Eastern Gateway and First Street exemplify how the capacity for business growth is being facilitated. In terms of priorities for future

growth of major commercial development, First Street within the Southern Gateway offers opportunities, with the Eastern Gateway area as a secondary option if growth and sector demand permit. Paradoxically, in times of economic downturn when companies are looking to cut costs by relocating out of the South East, Manchester is well placed to respond to their needs.

Other aspects of the city centre such as retail, leisure, culture and public realm must be co-ordinated to deliver a synergy which will enable the city centre to attract and retain the most qualified, talented and innovative workers key to sustaining business investment in knowledge, professional, and creative sectors.

...a place to live

Manchester has led the revival of city centre living, and now has an entirely new type of consumer to learn to cater for. The number of people choosing to live in the city centre will have grown to around 25,000 by 2012. This has added not only to the economy of the city, but also to its vitality, offering animation and activity around the clock. Maintaining the quality of the residential offer in the city centre will help to sustain the draw of Manchester for high skill workers needed to support the growing knowledge economy, and this will draw in a range of quality of life issues and challenges.

In keeping with Manchester's position as a highly desirable residential location, it will be vital to recognise the need to offer a range of choice, both in terms of type of accommodation, and price bands, to cater for a variety of lifestyles from loft living to waterside dwelling, and from pied a terre to family townhouse. Manchester must maintain its position as an exciting lifestyle residential destination, attracting highly mobile knowledge workers, whilst providing affordable homes for key workers in, and adjacent to, the city centre. Delivery of this variety will have implications for planning of land use in many of the localities within the city centre.

With this rapid population growth has come the need for residential infrastructure. Convenience retailers are now widespread and ensuring access to infrastructure services for city centre residents – such as health facilities and schools – will remain a priority for the City Council; there are already walk-in health facilities in both the city centre and on its periphery (where many services for the city centre must inevitably be provided). The adequacy of social infrastructure will need to be continually reviewed as the population of the city centre grows.



Amenity space for residents within the city centre itself includes a number of attractive green spaces such as Sackville Park, St John's Gardens and Parsonage Gardens, along with the busier Piccadilly Gardens and Cathedral Gardens. Canal basins and routes along waterways, together with more formal spaces, provide additional opportunities and potential for the future. The largest green space easily accessible for city centre residents is Hulme Park, and Heaton Park is a short tram ride away.

Further residential development and conversion will therefore remain appropriate in some parts of the city centre (especially Castlefield). However, in certain areas the scale and type of such development will need to recognise that this must not compromise the need for investment to accommodate the expanding key business sectors vital to the city centre's commercial strength and economic growth potential.

...a place to shop

Manchester city centre is one of the best retail destinations in the UK. Its continuing success depends on it having a retail offer which is not just large, but diverse and attractive to visit, move and linger within. This will not happen merely by accident and the free market. As the UK retail sector continues to face challenges with format revisions and new entrants reflecting fast changing consumer demand, Manchester must maintain an awareness of these trends and plan to invite and accommodate them. This planning may well require more than one time horizon – with, for example one-, five- and ten-year scenarios.

At a strategic level Cityco and the City Council will co-ordinate the anticipation of international trends in retailing alongside our business partners, and develop a programme of action for the city centre. Lifestyle trends, unit configuration and the importance of branding will all have significant implications.

In building on the city's reputation as a premier retail destination, the retailing offer must be continually renewed. A strategic review of the retail sector underpins the drive for international quality and renown. Absent investors will be identified, and target-specific measures will be developed where possible to ensure continued new investment. MIER indicates that retailing is one area where there are positive productivity 'spill overs', which are strongly locally defined, arising from foreign direct investment.

Whilst national and international standings are vitally important, the home market must not be forgotten, and Cityco will ensure that a comprehensive programme is brought forward to respond to concerns about relative penetration of the local market. Alongside this is recognition that a key element in individuality, innovation and vitality is the thriving of a broad independent retail sector, which must not be confined to any one area of the city centre.

The importance of investing in high quality public spaces to create a truly magnificent public realm is also vital to underpinning the competitiveness of the retail offer.



...a place people can get to, and get around within

Ensuring that the growing and increasingly successful city centre remains accessible to its workers and customers must consolidate the city's economic position. Traffic congestion and deficiencies in public transport poses a threat to its continued growth and a key objective of our transport strategy must be to remove transport as a constraint on future growth. A balance must continue to be struck between the need to achieve good accessibility by all modes including the private car and the needs and aspirations of pedestrians.

Nor can the city centre be considered in isolation from its regional hinterland. Indeed, the fundamental aim for transport in Manchester is to create a network that delivers good accessibility – in all its senses – for a range of users from across the city-region (and beyond) and which not only preserves but actually enhances the unique sense of place within the city centre. In this respect, high quality public transport is a pre-requisite for ensuring economic growth, and its continuing competitiveness will be compromised without it. A key component to delivering that quality is greater reach of the bus network coupled with better buses and greater bus priority, a reduction in wasteful competition between operators and less congestion. This would also release capacity on the city centre's streets to give pedestrians greater priority and to undertake improvements to the public realm.

To support the city centre's growth path we need to see a radical step-change in the level of transport investment coupled with incentives to support a significant change in travel behaviour.

...a place that brings people together

Manchester's entry into the conference and convention market has been nothing short of phenomenal, swiftly becoming a premier conference city. Indeed, 2007 saw Manchester acknowledged as best conference city in the UK by its peers for the first time. This demonstrates the potential attractiveness of Manchester city centre for many professional and trade bodies and indeed senior delegates of a wide range of organisations.

Primary infrastructure such as Manchester Central, together with complementary hotel development, is in place, and further planned investment in Manchester Central will ensure Manchester's continued viability and success in the international conference and convention market. The ingredients of success must also be explicitly recognised in all other relevant activities, from public realm design, through marketing, to street management and maintenance.

As with the interface between events and tourism marketing, the planning timeframe is one of three to five years and these are synergies that cannot be developed on a year to year basis.

...a place to enjoy

Manchester has an outstanding offer combining the old and the new, and both popular culture with that of a range of specialist interests. The Palace Theatre and the Opera House offer programmes of wide appeal, attracting visitors from around the country. The Arena is the busiest venue of its type in the world, whilst the Bridgewater Hall is home to Britain's oldest professional symphony orchestra – the Hallé – for over a century and a half. Cinema and leisure options are offered by The Printworks, Cornerhouse and Great Northern development, and a diverse variety of restaurants, clubs, bars and a cosmopolitan cafe culture boost Manchester's attractiveness.

Welcoming over one-and-a-half million visitors a year, the five major public museums and galleries in the city – Manchester Art Gallery, Whitworth Art Gallery, Manchester Museum, Museum of Science and Industry, and the People's History Museum – house outstanding collections of national importance, covering a vast range of subjects, and present special exhibition programmes that bring the best the world has to offer to the city. Their close links with the city's universities contribute to the knowledge economy. The city's extensive range of cultural institutions play an important role in attracting huge numbers of visitors to the city, and are also a key part of the creative economy, providing employment and inspiration to the city's creative industries practitioners.



The hotel sector is now one of the most important to the city centre. Over 20 million people visit Manchester each year and approaching one million overseas visitors make an overnight stay – most of them in the city centre. Manchester is the third most popular destination for overseas visitors to the UK outside of London. The city's hotels have nearly 8,000 beds with capacity being added each year – mostly 4 star, and mostly in the city centre. Exemplary hotels now provide world class facilities to attract international clientele. Overall, provision is growing steadily but demand is strong and room rates remain high in the face of challenge. Manchester is one of the most popular cities in the UK to open a hotel but it will be vital to avoid over-supply and to ensure that the offer complements strategic aims and that the presence of global brands signals the city's importance to visitors and investors. This expansion will be all the more vital in underpinning the extremely fast growing conference market.

A programme of animation led by events such as the Great Manchester Run, Manchester Pride, Food & Drink, Jazz, Comedy and Irish festivals has been pursued within the city centre. Across the board, the city's proactive approach to events assists not only to position and profile Manchester as a modern European city, but also drives economic activity.

The biennial Manchester International Festival is the first international festival of newly-commissioned work. In its inaugural year the Festival generated £28.8 million in the local economy and attracted 200,000 people. Up to 270,000 can be expected for future events – a measure of the economic benefits that can be gained from a progressive and innovative events policy.

Manchester's upbeat and definitive popular culture, media production companies and location filming, all create a very strong impression of the city to a world audience, strengthening local pride and helping to foster the brand essence of Original: Modern.

...a place that thinks and creates

The city's economy is driven by knowledge and creativity, which means that high quality education and learning is absolutely key to underpinning our future prosperity.

Manchester Knowledge Capital is a unique partnership between the city region and its universities, putting Manchester at the leading edge of innovation and creativity. The city centre is at the heart of this enterprise. It is home to the Corridor, where a partnership between the two great Manchester universities, the Central Manchester Hospital Trust and the City Council is delivering massive investment in new facilities in the context of a comprehensive plan that will see the area emerge as a world class location for science, technology, innovation and creativity.

Alongside these more structured plans for harnessing our knowledge capital lives the city's innate sense of creativity. This creative culture is exemplified by the Manchester International Festival and the international commissioning of new work by the range of cultural institutions across the city.



For others, their image of Manchester will have been formed through quintessentially Mancunian bands such as The Fall, Happy Mondays, The Smiths, New Order, Ting Tings and Elbow – or through enjoying the city's often edgy club scene. Ensuring the space for more grass roots creative ventures to thrive is also a priority for maintaining our leading edge, as exemplified by the rebirth of Band on the Wall.

2

how will we make this happen?





The various objectives and strategies needed to realise the vision and to support the key functions will be delivered by means of a twin track approach – as both strategic pan-city centre projects and as projects within the geographic character areas of the city. Outlined below are cross-city measures and initiatives, essential to ensure that high standards are achieved and maintained. These will therefore be pursued vigorously.



1 | Competitiveness

Manchester has been ranked one of the best cities for business in Europe, but in order to consolidate and build on this competitive position, the conditions needed to attract further investment must be identified and delivered. Supporting the development of key growth sectors, in particular, is essential to this process.

Constant vigilance and flexibility is required to identify and respond swiftly to emerging trends, and to be alert to current new and potential market entrants and investors. Inevitable economic cycles will require more sophisticated strategies to maintain investor desire. In this respect it is important that the City Council continues to provide leadership and to do what it can to provide stability and a robust framework for growth in the longer-term.

A retail strategy is being developed that will identify the means by which Manchester can ensure that it remains competitive in terms of its retail offer and the prosecution of this strategy will become a major priority for the City Council and Cityco. The strategy will account for the future of retail throughout the city centre and not simply relate to the traditional retail core.

Similarly, neither are the office and business markets themselves homogeneous and planning and development strategy and inward investment tactics will take into account the accommodation not only of major headquarters operations in Grade A sites within the Central Business District,

Piccadilly Gateway and Spinningfields but also recognise the more price-sensitive needs of other types of business and in locations peripheral to, and other than, the Central Business District. Notwithstanding this, Grade A supply continues to increase and represents just under one third of the total supply, which exceeds 1.6 million square feet, with strong demand indicated for the Grade A stock yet to be completed. The professional sector is now beginning to take over from business and consumer services as the dominant take-up sector.

It is important that the Council closely monitors the hotel investment market to ensure that the city secures the right overall mix of hotel sizes, brands and star ratings and in the most appropriate locations. It is also vital that the city retains small and local businesses and encourages the growth and development of new start-up companies.

The Digital Strategy for the Manchester city-region will enable it to remain competitive. Many European cities are investing in advanced fibre connectivity that is between 100 and 1,000 times faster than current services in the UK and is available at a fraction of the cost. These are future-proofed open networks that are increasingly likely to attract inward investment away from cities/regions that cannot match this. A new 'premier league' of super-broadband cities is emerging and Manchester must become one of these.

key milestones

- > The achievement of Digital Strategy targets to ensure Manchester is in the premier league of European cities.
- > The outcome and findings from the retail study implemented to maintain retail sector competitiveness through a process driven by the City Council and Cityco.
- > The City Council will actively monitor and, where possible, influence proposed investment in new city centre hotels.
- > Cityco will actively manage the physical dressing and presentation of the city centre environment during showcase gatherings such as key conferences, conventions, major sporting and cultural events and award inspections (such as visits by the In Bloom judges).
- > Cityco will develop a customer facing city centre website with integrated 'look and feel' across all channels.



2 | Clean and well maintained

The aim must be to establish Manchester city centre in people's minds as an exemplary location that is widely regarded as clean, safe, well-maintained and managed, and indeed stewarded; a place that is actively looked-after and cared-for. Maintenance of the public realm, which includes the city centre's two rivers and three canals, are necessary, but not sufficient, conditions to achieve this aim – there remains a need to promote our achievements and engage our citizens, businesses and visitors in keeping Manchester clean and green.

Working in partnership Cityco and the City Council have made significant progress over the last five years on ensuring the cleanliness and functionality of the city centre's places and spaces, working with site management in certain locations such as Spinningfields and Piccadilly. Cityco will put in place clear and transparent baselines regarding regular maintenance and cleanliness regimes that clarify expectations, demonstrate performance levels, and provide a platform for challenge and added value. There will be clearly identified responsibility for every single piece of open space. This achievement will be broadcast and promoted through an active marketing strategy, to challenge stereotypes and reinforce positive impressions and experiences.

key milestones

- > Cityco will develop clear and measurable uniform baseline maintenance targets for city centre public realm (including public art), which will be objectively comparable to other cities, to ensure the highest quality of experience for people using the city.
- > Cityco will ensure all marketing strategies recognise, where appropriate, achievements made in caring for the public realm.
- > Cityco will project-manage specific environmental enhancements within the city centre to the highest standards – for example festive lighting and Britain in Bloom.



3 | A safe city

Tackling perceptions and fear of crime is a major issue for all cities and Manchester is no exception. There is a track record of solid action in the city centre. Pioneering Ranger and Warden schemes, and now Police Community Safety Officers supplement police officers in providing action and reassurance on the street. Since the last plan, tasking and co-ordination between all agencies has been refined and improved and the Local Action Partnership structure streamlined to focus on delivery of action, now tasking self-governing sub groups such as the Pub and Club Network and Hotel Security Groups with complementary action and intelligence gathering to a common agenda. A Neighbourhood Policing Team also provides a dedicated resource for the city centre, based on the new communities within the areas. A key objective is the achievement of a proportionate rise in customer confidence, as this appears to lag behind actual achievement in improvements in public safety. This should be achieved by establishing Manchester as being the most transformed city in the public mind, in terms of safety and security.

key milestones

- > In conjunction with key partners, Cityco will manage (through the city centre crime and disorder reduction partnership) local, measurable targets to address crime and perception of safety; a dedicated city centre Business Crime Unit will be set up using the National Business Intelligence System to co-ordinate action.
- > Cityco will co-ordinate all partnership action on city centre crime and disorder issues through a single Action Partnership involving tasking sub-groups such as Pub and Club Network and Hotel Security. A key priority will continue to be balancing the needs of city centre residents with the city's role as a night time economy.
- > Cityco will ensure that city centre marketing strategy and communications highlights achievements in reducing crime to help create increased levels of confidence amongst actual and potential city centre users.
- > Cityco and the City Council will seek to broaden the food and drink-based leisure offer, for example by encouraging cafés and coffee shops to open later in the evening and also to trade in the street, to widen the appeal of the city centre in the evening to older people and families.



4 | Green and sustainable

Manchester aims to become Britain's greenest city by making a greater rate of progress in improving environmental performance than other UK cities. City centre developments such as the solar cladding of the CIS tower, the Green Building, commercial waste recycling programmes in Canal Street, low-emission Metroshuttle vehicles and the WhizzGo pay-by-the-hour car hire scheme have played a leading role in demonstrating the achievability of these measures. The Green Quarter is an example of the type of innovative and sustainable development that contributes to the economy and environment we are seeking to deliver in the city centre. Making the best use of existing green space, and the environmental potential of our waterways, is also essential in creating a greener, more attractive and sustainable city centre.

Ambitious environmental targets have been set and these are woven into the day to day work of the council and will be integral to all future city centre plans – right down to reducing the energy consumed by festive lighting. Improvements to air quality for people living and working in the city are also being actively encouraged. In addition, given the level of growth predicted for the city centre, environmental capacity in terms of energy and water supply, requires investment priority on the part of infrastructure providers.

key milestones

- > The implementation of an holistic green strategy by Manchester City Council that reduces the carbon footprint of the city as well as creating a greener and more bio-diverse environment for residents, workers and visitors to enjoy. Key aspects of this will be:
 - greater levels of commercial and residential recycling
 - encouraging sustainable standards of construction (for example, the green roofs initiative). Cityco will seek to engage businesses in sustainability initiatives such as green travel plans.



5 | A city centre for everyone

A family friendly and fully accessible city centre is a very visible demonstration of safety and inclusiveness. Fundamentally, our aim is to make Manchester truly 'a city for all' in every sense. We need not only to develop further the basic physical and environmental conditions required, such as entry, access, travel accessibility and clean toilets and baby-changing facilities, but to go way beyond this and make our city positively family welcoming. If this aspiration is to be fully realised we need to not only develop the family friendly offer for visitors, but also for residents so that people are encouraged to stay in the city centre when starting a family rather than move out to the suburbs.

To make the city centre truly attractive to a wide spectrum of people, we must also broaden its appeal for people of all ages – through positive engagement with young people and creating a stronger focus on ensuring that the city centre meets the needs of the Valuing Older People's agenda. This means attaining variety in commercial and cultural offers, as well as a range of leisure environments which make Manchester's city centre distinctive. All of this must be supported by an infrastructure of transport and accessibility, but also convenience and communication. A solid foundation is provided by the city's well-established Design for Access 2 that – as part of its aspiration to be the most accessible city in Europe – aims to deliver standards of access to all new buildings and public realm well in excess of statutory

requirements. We want to ensure that everyone, regardless of age, disability or family size, is able to live, work, shop and enjoy Manchester's city centre.

A broader understanding is also needed of how attractive the city centre is to families, how easy it is to get here, the attractions of specific destinations and how to get to them quickly, economically, and in comfort and safety. There needs to be a range of attractive and affordable activities – as well as retail – to create the desire to visit and remain in the city centre by people with children, or groups of adults of mixed ages and interests and this can be driven by a major events strategy. Inevitably these factors work on a time cycle, being easier to achieve during the day than in the evening. Yet it is in achieving further advances in family friendliness in the evenings that – whilst presenting the greater challenge – also offers the most potential for expansion and gain. Action must be taken to ensure that the city centre becomes a desirable evening destination for a whole range of age groups and uses.

key milestones

- > The provision and management of accessible and family friendly on-street events and attractions and the effective marketing and awareness-raising of these in the minds of customers.
- > The identification of opportunities and potential for developing safe, accessible and fun children's play areas within the city centre.
- > A stronger dialogue with the Valuing Older People's Strategy Group to ensure that the city centre better meets the needs of older people.
- > Cityco's lead in the Association of Town Centre Management's late night shopping campaign.
- > Cityco will further promote street cafés by championing re-alignment of regulation of the use of glassware in street cafés.
- > Development of a permanent visitor offer which can support the off-peak and off-season hotel trade.



6 | Employment and inclusiveness

Only around 17% of Manchester's economically active population is employed within the city centre. Although the government's index of multiple deprivation shows that deprivation in Manchester has reduced (between 2004 and 2007) more than in any other local authority area, the city continues to experience unacceptably high levels of relative deprivation. At the same time the success of the city centre depends on its ability to attract and retain workers with the right set of skills to meet the needs of the high value knowledge sectors of the developing economy. Crucial in this respect is the quality of the city-region's transport infrastructure as this determines how easy it is for workers to access employment opportunities in the city centre and the extent of the labour pool from which employers can draw. More effective connections must be made between the benefits of economic growth engendered by the city centre and the quality of life of Manchester's more disadvantaged residents. In this context, this plan sits alongside the Greater Manchester City Strategy Business Plan which aims to identify the means by which people living in Manchester and currently experiencing worklessness may be better linked to job opportunities created in the city centre.

One of the means through which this objective will be achieved is the Academies Programme, centred on innovative partnerships between education providers and local businesses. These state-of-the-art schools will create education and learning with vocational relevance and, working with other schools, will engage all local children and young people. This will contribute to meeting the skills shortages faced by businesses in Manchester's key sectors – life sciences, media and creative industries, and the financial and professional sector amongst others. Through initiatives such as the Salford Construction Partnership and the Connecting People strategy, Salford City Council are also actively seeking to better link the skills available within local communities to those required to fuel city centre growth.

Allied to these are initiatives such as World Class Service aimed specifically at ensuring that retailers and service-providers in Manchester can draw on a well-skilled local labour force.

One other important mechanism for encouraging greater take-up of city centre jobs by people living closer to the centre would be the more widespread adoption of travel plans by city centre businesses designed to change travel behaviour in favour of the uses of more sustainable modes such as public transport, cycling and walking. The City Council and Cityco will work with businesses to encourage the roll-out of this initiative.

key milestones

- > Manchester residents maximise opportunities from the success of the city centre through continued partnership work through the City Strategy.
- > Achievement of match between the training provided via the academies programme and the skills needs of city centre businesses through work with private sector partners.
- > The development of a hospitality trade skills academy.
- > Promotion of the local talent pool through the UK retail careers centre.



7 | Transport and travel

Future spatial and economic development within the city centre must not be constrained by an inadequate transport infrastructure. A transport network that meets the needs of visitors, workers and residents in the city centre by providing efficient, safe, reliable and sustainable access must be developed. The transport vision for the city centre incorporates the following key principles:

- > Further promote and extend the use of public transport.
- > Reduce through traffic.
- > Provide an inviting environment for pedestrians and cyclists.
- > Ensure an appropriate balance of short stay and long stay car parking with effective strategic pricing.
- > Maintain good access to the main car parks.
- > Further develop Metroshuttle (the largest free service of its kind in the UK) and other innovative schemes.

In addition to its purely functional aspect of getting people around and about, an integrated and high quality transport network can play an essential role in creating a positive image of the public and urban realm in Manchester.

key milestones

- > Review and re-letting of the Metroshuttle contract to deliver a revitalised service.
- > Consultation on transport proposals for the city centre.
- > Examine the potential for improved cycle parking and hire schemes.

8 | Marketing and promotion

In an information-driven world, no matter how excellent our achievements, they are wasted unless the world knows about Manchester and what it has now become. Awareness of our world-class business, visitor and investment location must be promoted by developing a multi-strand communications programme to inform our various audiences of our particular messages. These audiences include investors, residents, visitors and prospective visitors, certain age groups and families. The role of Marketing Manchester in providing destination leadership and marketing and attracting and servicing visitors will be crucial in this.

Achievements must be advertised and stereotypes challenged. Cityco is now well-placed to understand the needs of its business partners and the desires of various stakeholders and consumers and will therefore drive forward a city centre specific marketing strategy, which recognises the current and future needs and aspirations of all key sectors within the city centre and their targets and customers based on intelligence and evidence of future trends and markets. This will recognise the need to innovate in order to maintain competitiveness.

key milestones

- > Cityco will develop a multi-strand city-centre specific marketing strategy in conjunction with Marketing Manchester.
- > Development of policy that recognises the needs of the conference and convention sector.



9 | Placemaking

Manchester's skyline has seen many exciting and inspirational changes over the last few years. By complementing the high quality buildings in the city centre with a public realm of international standard Manchester can unlock further potential for economic growth in the future. World-class public realm must underpin the placement of the city centre as a premier tourist and conference and convention destination.

Manchester also has an impressive range of listed buildings, historic monuments and conservation areas that are important to the heritage and sense of Manchester's identity; it is essential that these be sympathetically incorporated into new city centre schemes.

A public space framework for the city centre will be developed, which will approach the defined goal from two perspectives:

- > By strengthening the identity of individual city centre character areas through implementation of high quality public space destinations. These destination spaces will cater for diverse user groups at all times of day and will become destinations in the urban fabric in their own right.
- > Key priorities are the redevelopment of Stevenson Square and St Peter's Square, Victoria, and the Chapel Street area; other priorities will be identified and actioned.

- > By implementing high quality public realm improvements, complementing transport investment and connecting key destinations.

A world-class urban centre is far more than just a collection of individual new buildings – even if those buildings are individually world-class themselves. Strong urban design principles are needed that ensure appropriate scale and function of the built fabric of the city, as well as effective and high quality linkages through the open spaces in between. The hierarchy of, and linkage between, the city centre's valuable open spaces needs to be considered, reflecting how these different spaces serve different functions and are, in part, defined by the areas within which they are located. Streets also need to be animated, with a recognition of how individuals translate and interpret the meaning of particular urban spaces – and hence how they behave in them. High quality public art can be a key aspect of this process. A world-class urban centre is also easy to move around and is easily legible – this must therefore be an aim for Manchester's city centre. Accessibility will be a priority, and measures will be taken to improve both pedestrian and vehicle signage and to improve linkages within the city centre, in particular between destinations. The private sector will play a key role in delivering this through public realm investment complementing new development and refurbishment, with guidance and support provided through the City Council's Guide to Development in Manchester 2.

key milestones

- > The further development of high quality public realm for the city centre and its component character areas that drives forward our regeneration objectives by enhancing investment values, facilitating growth of the retail sector and recognising the architectural and historic significance of the built heritage.
- > The highest standards of design and construction in all new building within the city centre are promoted and are consistent with the city's world-class aspirations.
- > Further development of high quality public art.

3 area profiles





Within the city centre there are a number of distinct localities each with their own character and mix of uses. This locality level is the one at which most actions will be delivered, within the overall framework for the city centre as a whole. The boundaries of these areas are not rigidly fixed – activities, functions and sense of place will be fluid around the margins of each area. They are intended to be a springboard to thought and activity, not a constraint, as in many cases, areas are still very much developing organically, for example the Corridor or Chapel Street. The following section of this plan looks at the distinct localities within the city centre.



central business district

The Central Business District is the focus for the largest regional concentration of financial and professional services in the UK, and along with areas such as Spinningfields and Central Spine is crucial to providing a diverse commercial product within the city centre. It has also developed as a location for a wide range of enterprises of different sizes. Lack of growth was of major significance and, several years ago, this warranted the Council's strategic intervention. A number of partnership arrangements with key private sector stakeholders were established specifically to overcome the main barriers to redevelopment of key landholdings. This process has been highly successful in commercial and regeneration terms, with major redevelopment programmes, such as Spinningfields, including investment in the public realm, bringing a new vibrancy and commercial confidence to the area.

Challenges

Proposals are underway to create new public realm and spaces adjacent to the Piccadilly area. A number of high quality refurbishments have also been undertaken which has broadened the nature of commercial offer available. These have established an exceptional quality threshold that future projects must reach.

Whilst there is a need to maintain the momentum of development and change, the major tasks in the area concern the effective management of the environment and traffic, and considerably strengthening the street scene throughout the Central Business District and in particular on Mosley

Street and on many of the routes from there towards Fountain Street and King Street. There is the opportunity on the back of the significant levels of investment in this area, to further improve pedestrian facilities, develop vibrant ground floor uses and better signage. Linkages within and between the Central Business District and other city centre areas, in particular the retail core, must remain a priority.

There is also a need to strengthen the commercial positioning of St Peter's Square by working with existing landowners to bring forward an integrated framework enabling a comprehensive approach to development to take place. Through the framework there is the opportunity to create better public realm and a development process that not only marries development opportunities but also examines critically the role and function of existing traffic in the area.

In partnership with the private sector, a representative partnership will be established to drive forward proposals around effective service delivery in all aspects of urban management. Further improvements will enhance the environmental quality of the area in a way that will improve its identity and functionality and ensures that this remains a destination of choice for investors in the financial and professional services sector, and, as in other areas, brand development is seen as one tool for promotion of the district.

key priorities

- > The comprehensive redevelopment of St. Peter's Square that recognises its heritage whilst delivering functionality.
- > Development of a representative partnership.
- > Exploration of further public realm enhancements.
- > Creation and promotion of a strong brand identity for the area.



spinningfields

Spinningfields is one of the largest and most successful regeneration schemes in the country. Covering an area in excess of 25 acres, it is being transformed to create a modern business quarter offering office accommodation of the very highest quality. In excess of 2 million square feet has already been developed and a further 2 million square feet is under construction. The area contains the regional headquarters of the Royal Bank of Scotland, the regional offices of Halliwells Solicitors, the only Civil Justice Centre in the country, a new Magistrates' Court and the offices of Manchester Evening News.

The Allied London/Manchester City Council partnership has placed a high emphasis on securing public realm of an exceptional quality, which will add significantly to the overall provision in the city centre. Building design and quality has been a critical component to the success of Spinningfields and has strongly influenced the choices of investors and occupiers to locate there.

Containing the internationally renowned John Ryland's Library, Spinningfields has added considerable value to the existing Central Business District by offering Grade A, large floor plate buildings that cannot be delivered in the traditional core. It is significant to note that occupancy rates, rental levels and investment in the Central Business District have held up well over Spinningfields' first phase development period.

Challenges

The partnership continues to attract and secure new investment and high order end users in the financial and professional services sector who require large floor plate, Grade A business accommodation. It is also developing a strategy for the ground floor units so that the mix of retail and other uses at ground floor underpins the offer in Spinningfields while at the same time complementing and adding value to that in the wider city centre.

New models of management and maintenance of the public areas are also being explored to ensure Spinningfields retains its position as a premier location for new and international investment.

The physical and economic links between Spinningfields and the Chapel Street area in Salford also need to be developed. In particular the area around Salford Central station is developing into a part of the corporate centre with complementary Grade A office space to Spinningfields itself.

key priorities

- > Complete the regeneration process and ensure that Spinningfields remains a destination of choice for new retail and leisure as well as corporate investment to the city centre.
- > Develop linkages with the Chapel Street area in Salford, in particular around the Salford Central Station area.
- > Explore the opportunity for accessible and family friendly events using the newly developed public spaces.



victoria

One of the remaining strategic objectives of the original city centre renewal programme is the transformation of the northern part of the city centre to create a new gateway destination with a modern and diverse retail and business offer, regional leisure facilities, and world class public realm. The area contains Victoria Station, a multi-modal transport interchange, which provides excellent accessibility.

The Victoria area is one of the most historically significant areas of Manchester as the medieval heart of the city and boasts impressive archaeological and architectural heritage. It contains five listed buildings, which reflect the history of the location and retain much architectural character. Most notably Manchester Cathedral, Chetham's School of Music and The Triangle building are some of the city's most prestigious listed buildings. The area also contains the surviving section of Hanging Bridge, which is a Scheduled Ancient Monument.

A major opportunity exists to extend the commercial core of the city centre and to better integrate areas outside the Inner Relief Route – such as the former Boddingtons and Miller Street sites – into the city centre.

Challenges

The area includes a number of key regeneration priorities, which should be brought forward in the short to medium term. These include:

- > Victoria Station – resolving how the station can provide the focus for the creation of a new business destination at the northern gateway to the city centre, and provide additional improvements to the station itself.
- > The Ramada complex – this area, by the River Irwell, provides one of the most exciting redevelopment opportunities in the city centre and is to be comprehensively redeveloped for a range of uses.
- > Chetham's School – this internationally renowned school is developing new facilities on an adjacent site that will provide first class musical and educational services and an auditorium for public concerts. A key strategy for the school is to develop public access in order to enable better access to the medieval buildings within the campus. This is a major component of the funding and delivery strategy for the overall project.

- > Urbis and Cathedral Gardens – Cathedral Gardens is a very popular and well-used site providing a thoroughfare between the Cathedral, the Triangle and Victoria. Tourists and city centre workers are attracted through the Gardens to their destinations; the area is also densely populated by groups using the Gardens in their leisure time. Urbis plays an important role in the maintenance and character of the space and work is required to enhance the quality of the physical area and its identity with public users.

An integrated framework which incorporates these interests and that provides a comprehensive approach to development, including the principle of a new school and the creation of a publicly accessible historic quarter, has been developed. Decisions have also taken place within the Co-op Group on their future operational requirements, and the need to strengthen the functionality and positioning of the wider area.



The consolidation of the public realm and its on-going management will be a priority in this area. The treatment of Victoria Street must recognise the need to fully integrate this area with the River Irwell and create an appropriate setting for Manchester Cathedral and Chetham's. The effective management of the spaces that have been created will ensure that they contribute fully to the life of the city.

Victoria offers a significant opportunity to expand the boundary of the regional centre and develop strategic linkages across the Irwell into the Chapel Street area of Salford, where a number of major regeneration schemes, especially Exchange/Greengate, are currently being developed. A partnership approach between Manchester and Salford City Councils together with key landowners will help to bring about the comprehensive redevelopment of this wider area and to create those linkages. The wider Victoria/Exchange/Greengate area currently provides a significant number of car parking spaces that service the wider city centre, it is therefore important that any future development takes this into account.

key priorities

- > Develop comprehensive and integrated framework for the redevelopment of Victoria and the wider area including the better integration of areas outside the Inner Relief Route into the city centre.
- > Improve the management and stewardship of Cathedral Gardens.
- > Explore the potential for a shared car parking strategy between the two city councils for this part of the city centre.



chapel street

Chapel Street is the historic core of Salford and is now an integral part of the city centre and one of its primary gateways. It forms part of the Knowledge Capital's Arc of Opportunity and has the potential to double its capacity. The increased importance of the area reflects the expanding economic boundaries of the city centre which are creating opportunities to strengthen development linkages to Salford.

Chapel Street has seen an unprecedented level of new developments for residential, business, hotel and educational uses. This will continue over the coming years with a growing mix of land uses helping to diversify the city centre's economic base and bring in new activity.

Challenges

The Central Salford Urban Regeneration Company will drive the transformation of Chapel Street to create a vibrant and modern part of the city centre. It will work with investors, developers, businesses and residents to ensure the area continues to make a significant contribution to the city centre's economy and long-term vision. The Urban Regeneration Company will be supporting the development of strategically important sites at The Exchange, Salford Central Station and Chapel Wharf and there is great potential for these developments to be linked with complementary developments, such as Spinningfields and at Victoria, on the Manchester side of the River Irwell as part of a holistic approach to the comprehensive development of the northern sector of the city centre.

Further growth of population is likely whilst key projects such as The Exchange and Central Station will provide new corporate business, retail and leisure uses adding to the commercial and cultural offer of the city centre. Salford Central Planning Guidance for this area is now prepared. Chapel Street will also increasingly become a focus for professional, media, cultural and creative businesses together with other activities such as specialist retail, cafes and markets. A significant number of new jobs will be created.

Substantial improvements in the public realm and to public transport and highways will create a high quality urban setting for this new range of activity. Major open space schemes are planned in Greengate and along the riverside as part of the Irwell City Park.

key priorities

- > Completion of Salford Central Station improvements.
- > Strengthen and widen scope of local networks by closer integration with Cityco.
- > Address the challenge of area branding whilst embedding the understanding of the area as an integral to the city centre and to Cityco's approach.
- > Establish a strategic approach to independent retail complementary to the wider offer.



left bank

Left Bank is situated on the south-western edge of the city centre. The River Irwell provides a focus for this area, which lies adjacent to Spinningfields and as such close to the core business, retail and leisure areas of the city centre. Part of the wider Castlefield conservation area also falls within Left Bank. The location of the ITV/Granada (ITV) complex in this area provides a critical mass of media facilities and activities.

The Council has endorsed a regeneration framework for the Left Bank area, and agreed that it should primarily be a location for commercial development to support and underpin new media, creative and new technology-related industries – a key growth sector in the city. The key objective of the framework is to maximise economic potential.

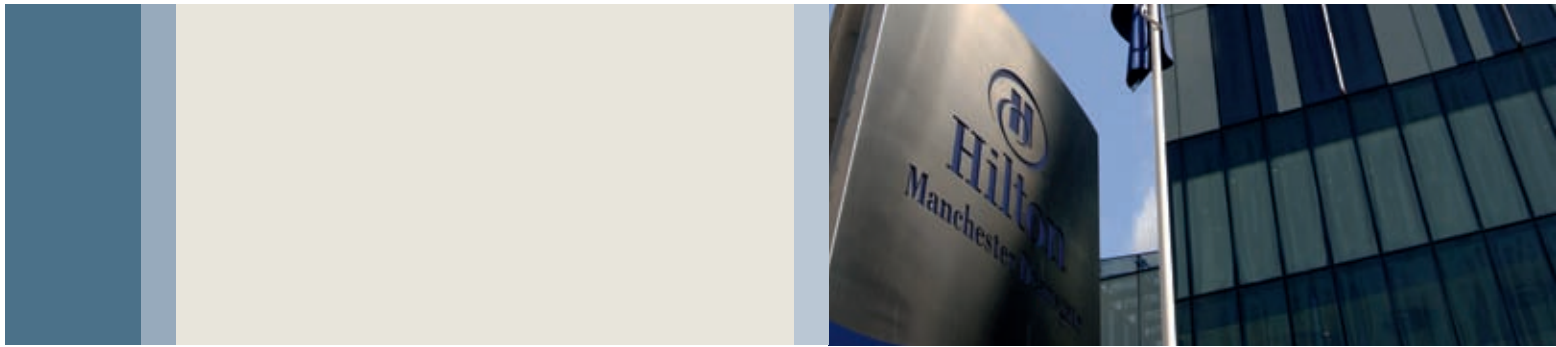
The Council has been working to consider how development can be taken forward and how opportunities can be maximised. Of critical importance is to ensure that the momentum of investment activity in the wider area can be maintained, and that major opportunities to drive forward regeneration in the context of the growth and development of the media and creative sector are grasped within the strategic framework for the development of the city centre.

Challenges

The intention is to create a commercially led, mixed-use development profile with appropriate massing, and a strong and high quality landscape and public realm. ITV is resolving the most efficient means of rationalising its landholdings, and also to create a framework for consolidating their office and technical requirements as part of an integrated approach to the redevelopment of the whole area. These proposals should provide a new city centre focus for growing media and creative industries within the City, particularly in terms of providing new, modern technical and incubator facilities.

key priorities

- > Continue to work with ITV and other partners to secure the sustainable regeneration of the area.



petersfield

This area has been regenerated by the imaginative re-use of some of the City's finest listed buildings and the development of high quality public facilities. It is home to Manchester Central – the city's premier conferencing venue, the Bridgewater Hall, the Great Northern leisure and entertainment complex and some of the region's best hotels.

The area has benefited from a number of schemes, including high quality residential development at Watson Street and the Beetham Tower, which have combined to create a successful international visitor destination. These developments have been augmented by the creation of new squares, spaces and streets, which reflect the quality of the buildings and uses that have been developed.

Challenges

The major improvements to the area have supported Manchester Central's objective of attracting additional trade exhibitions, events and conferences, and additional investment in the complex itself will ensure that it remains competitive in the international market.

The Council, working with its partners in the area, wishes to build on this success by targeting key sites for further investment and development. Particular attention will need to be paid to broadening and diversifying the nature of activity in this area, and new, high quality commercial development, which would benefit from the environmental setting, would be particularly advantageous, by complementing the conferencing and hotel facilities that are located here.

There will also be a need to support the consolidation of the Great Northern complex to create a family orientated leisure destination, which provides facilities and activities throughout the day and evening to foster a vibrant and lively environment.

key priorities

- > Investment in Manchester Central to renew existing facilities, to bring about a step-change in the overall visitor experience and an expansion in capacity.
- > The environmental management of the area particularly in relation to the evening economy.
- > Ensuring the city centre hotel and hospitality sector engages fully in the drive to achieve world status as a conference and convention destination.
- > Development of the legibility of the public realm and also the brand identity of this area.
- > Providing good linkage through to the Southern Gateway.



piccadilly gateway

Piccadilly Gateway has attracted exceptionally strong investment into its regeneration and infrastructure via the Piccadilly Partnership. Given Piccadilly's huge footfall – as a major gateway to the city and also a regional transport hub – the area is critical not only to the city's functionality but also in forging perceptions about Manchester and the city-region. It is a popular place to meet, particularly in the summer months when Piccadilly Gardens are busy with families and city centre workers, and is also an important business destination in its own right.

The Piccadilly Partnership, established in 2003, has helped to deliver several million pounds of new investment in the area's transport facilities, public realm, buildings and land. It continues to promote and attract investment in Piccadilly and its success in raising the area's profile as a desirable office location can be seen in the many office-based developments that have been completed in the last few years.

Challenges

The strategy for the ongoing regeneration of this area focuses on further improving connectivity, particularly in light of developments around Piccadilly Basin, the on-going development of Piccadilly Place and the development of the former Fire Station on London Road. Key to this will be improving the current transport facilities and maximising the potential of the area's transport assets – Piccadilly has strong links to the capital and to other regional centres. In terms of internal movements within the area, Piccadilly/London Road will become an increasingly important corridor.

More also needs to be done to change the perception of Piccadilly, and the security and appearance of the public realm and the area at all times is paramount. Transport hubs, particularly Parker Street, need to see the enhancement of the waiting environment for passengers to ensure that they feel secure. The opportunity to reduce the scale of bus operations in the area as part of the detailed transport proposals for the city centre will be taken. Independent retail will remain vital and must develop a synergy with that in the adjacent Northern Quarter. Some shop frontages need to be improved to bring them to the standard of other buildings in the area. The area's contribution to the overall city centre 'offer' in respect of office accommodation can also be enhanced.

key priorities

- > Improve the public realm and connectivity throughout the area to ensure that visitors have a positive first impression of the city and that locations such as Piccadilly Basin, Piccadilly Place and the former Fire Station are fully integrated into the wider city centre.
- > Improve the environment, retail offer and shop frontages around the transport hubs, particularly Parker Street Bus Station.
- > Encourage diverse and higher quality ground floor uses, including independent retail, in order to enhance the area's contribution to the overall city centre 'offer'.
- > The development of key sites such as the former Fire Station with its pivotal location opposite Piccadilly Station. The building must be brought back into active use so that it can contribute greatly to the overall regeneration of the area and establish connections into Eastern Gateway.



eastern gateway

The Eastern Gateway itself offers immense potential to contribute to the growth of the city centre, containing significant scope for mixed uses – including some large floorplate developments, including hotel and other commercial uses, that will help generate substantial new employment opportunities. The proximity of Piccadilly Station – the key generator of activity in the wider area – is critical to its regeneration. Already increasing investor activity in the wider area, such as the 600,000 square foot mixed-use Piccadilly Place development and the proposed redevelopment of the former London Road Fire Station is beginning to impact on the Eastern Gateway.

This gateway has major significance as a strategic location, cradled by the Inner Relief Route and in close proximity to the Higher Education Precinct, Ardwick, New Islington and the Ashton Canal Corridor. London Road, the Inner Relief Route and the railway infrastructure provides a great deal of potential, as well as posing a barrier.

The essence of the Eastern Gateway is fundamentally linked to the area's complex land use. The area has been characterised by a poor quality environment and poor permeability both within the area and with surrounding areas. Studies have been undertaken to understand the way in which the Eastern Gateway functions and have identified potential regeneration opportunities over the medium to long term.

The obvious strategic advantages of the Eastern Gateway have already attracted significant investment interest to it and the surrounding areas. The City Council continues to engage with key landowners and investors in the area. In recent years there has been significant developer interest and confidence in the area, including: the Square One development immediately north of Piccadilly Station; large-scale student accommodation; and the hotel redevelopment of Telecommunications House on London Road. The University's new Manchester Interdisciplinary Biocentre facility is also located directly opposite in the Higher Education Precinct. Given the level of investment interest in and immediately around the area, it is becoming increasingly important to define a framework for the future regeneration of the Eastern Gateway.

Challenges

As a fully integrated part of the city centre, Eastern Gateway will provide a significant contribution to the growth of the city. At least 2,000 people currently work in the area in a range of sectors and regeneration would allow the accommodation of thousands more jobs. The former Mayfield Goods Station, adjacent to Piccadilly Station, provides significant potential for development, capitalising on its strategic location at a major transport hub. Given its scale and location at the heart of Eastern Gateway, its redevelopment is a key priority. The potential of the River Medlock will also be maximised as a focus for high quality waterfront mixed-use development.

Four key principles have been agreed for the Eastern Gateway:

- > Increase density and quality of development in the area, with an emphasis on, and intensification of, employment uses.
- > Maximise the opportunities presented by Piccadilly Station as the gateway to the city for visitors, workers, businesses and residents.
- > Improve and create effective physical and economic linkages within Eastern Gateway and between it and its surrounding neighbourhoods including, especially, the Piccadilly area and the wider city centre.
- > Improving, augmenting and maintaining a high quality public realm including new public spaces and an improved River Medlock.



There is a need to improve significantly the quality of the cityscape here, along with standards of new development and refurbishment of both publicly and privately owned buildings and intervening spaces. Permeability and standards of stewardship and area linkages need addressing. There is evidence that more local landowners aspire to a comprehensive approach to the area's development and this is something that the City Council and Cityco will encourage.

The area's regeneration will help to underpin and enhance the work being brought forward in its surrounding areas and will create closer connections to adjacent regeneration areas such as Ardwick and the A6 Corridor and East Manchester. Whilst further work needs to be undertaken to develop a comprehensive regeneration framework for the area, it is important that the area is safeguarded in the short term by a review of the relevant planning policies and its endorsement as a focus for employment intensive uses.

key priorities

- > The development of a comprehensive regeneration framework that maximises links into Piccadilly and the wider city centre in a way which builds on investment in the area and that can exploit the development of the former Fire Station on London Road so that this area truly becomes a gateway into the city centre.
- > The redevelopment of the former Mayfield Goods Station.



retail core

The city centre's retail offer remains strong, with turnover exceeding £2 billion per year and Zone A rentals exceeding £300 per square foot in places. Much of this (around 2.7 million square feet) lies within the traditional retail core centred on the Market Street/Manchester Arndale and the New Cathedral Street/St Ann's Square/King St/Deansgate axis. At peak times, over 1.7 million pedestrian movements per week can be generated in part of this area – footfall that establishes the city centre as the busiest shopping area outside Oxford Street in London.

Despite this growth, evidence still shows that there is still a relative under-performance on behalf of the city centre retail sector, both in terms of turnover, range of outlets, and in attracting custom from the closer-to-home market, which therefore still offers potential for enhanced relative competitiveness in the context of the business cycle.

The city centre is illustrative of key retail trends, including the polarisation of the high street market with emphasis both on discounters, balanced by luxury department stores and elite brands flourishing at the other end of the market. The middle market segment remains crowded but continues to compete with the expanded 1.4 million square foot Manchester Arndale now constituting the largest in-town shopping centre in the UK. The Cityco-led Bags More Time campaign has introduced significant levels of evening retail trading, and this needs to be regularised in order to maintain competitiveness, and so

Cityco has led on the Association of Town Centre Management's national campaign to embed late night shopping as a normal feature of city centre trading.

Significant hard and soft infrastructure has supported the major trading seasons. For example, a totally upgraded festive lighting scheme managed by Cityco, and highly popular themed festive markets now constitute an identifiable destination in themselves throughout November and December. Further pedestrianisation of Cross Street and the introduction of a third Metroshuttle (the largest free city centre bus network in the UK) route has facilitated pedestrian access.

Challenges

It will be essential to be at the forefront of national and international trends in retailing. Understanding the dynamics of these trends will be essential, as well as anticipating how best the city centre is able to capitalise upon investor needs. Even in conventional trading terms, a range of available accommodation is required to meet demand, both by size and price. But the overview needs to be far more sophisticated than this, examining how shoppers understand and traverse the retail areas and ensuring an appropriate public realm response, as well as from developers and agents.

In addition to this, the ever-rapid impact of technology upon trading patterns such as the rapid rise of non-store and non-food sales must be anticipated.

Whilst the traditional retail core will inevitably retain its primacy within the city centre, the city's characteristic retail offer needs to slipstream in other areas, such as the Northern Quarter, Spinningfields and the Corridor. Other areas are being evaluated for retail potential. Continual re-positioning within the main retail centre will also need to be anticipated as the market perpetually adjusts itself and new retail space is created, and this must be reflected in the public realm. In the short-term, the impact of the recession is bound to throw-up challenges and we will work with partners to address them as they arise.

The importance of retaining and nurturing a unique and thriving independent sector must be recognised in maintaining distinctiveness, a competitive edge, and also economic sustainability and growth. Independents will remain very much part of the Manchester brand.

The retail offer must be fully supported by the quality of the entire trading environment, and excellent standards of cleanliness and maintenance must be able to be taken for granted by all – especially customers.

Furthermore, the city centre retail offer must remain as 'walkable' as possible, pedestrianised where appropriate, and delivering enhanced legibility. Links through to the new Victoria development, Spinningfields, and the Corridor will be key, as will be maintaining the quality of the Shudehill Interchange and developing transport strategy to allow efficient access to and from the regional centre.



Studies of the functionality and potential of the public realm to further support retail and other investment will be commissioned as necessary. The transport strategy should not only deliver long term ease of access to the city centre – including that for cars and their parking, where appropriate – but should deliver an infrastructure that promotes the internal retail functionality of the city centre.

The city centre's 1,200-plus retailers employ over 20,000 people in a range of jobs from cleaner to national management. A strong retail sector provides perhaps one of the best opportunities for currently workless Mancunians to secure work whilst in education and to access the employment ladder with relatively low entry requirements in terms of formal qualifications. Notwithstanding this, there remain fundamental skills issues to be addressed in terms of aspiring to world-class customer service standards. A key task will be to understand the needs of this sector and to work with schools, Job Centre Plus, and the universities through the City Strategy process and the UK retail careers centre to help people access employment and training and make the most of progression opportunities.

key priorities

- > Ensure Manchester residents have the skills to access retail and other employment opportunities.
- > Action outcome of retail study with innovative responses to market trends for the whole retail sector across the city centre.
- > Cityco will co-ordinate quick-response initiatives to support the local retail environment where needed
- > Develop strategies for achieving much higher penetration of the 'nearer to home' market.
- > Retain strength and diversity of independent sector.



northern quarter

The Northern Quarter's rich mixture of wholesale rag trade companies, creative businesses, niche and alternative retail, café bars, public houses, galleries, nightclubs and residential developments together make a major contribution to the city centre 'offer'. Most significantly, the area's interplay between creative production, showcasing, and cultural consumption is probably unique in the UK, and is perhaps best exemplified by the evolution of Affleck's.

The area has seen continuous change since the early 1990s, its identity has become firmly established and investor confidence appears to have grown significantly on the back of sustained attention to the public realm and the way it is managed. Flagship schemes, such as Smithfield, have set a lead, which others are now following, and there has been a step-change in the way crime and street nuisance are tackled.

Challenges

In order to ensure that the area achieves its full potential, more needs to be done to improve its legibility and to tackle the blight created by dilapidated buildings and by cleared sites. The area's unique identity needs to be preserved in a way that enables existing independent businesses to flourish, while at the same time allowing new complementary uses to be introduced. Currently the high number of buses using parts of the area can act as a barrier to pedestrian movement. There is, however, potential to capitalise on regeneration activity on the area's periphery and on its proximity to key arrival points into the city centre, while at the same time complementing and assisting the regeneration of adjacent areas such as Ancoats Urban Village and Piccadilly Basin. The area's unique character within the context of the vibrant city centre suggests that it could also have a crucial role to play in delivering the city-region's offer to the media sector.

The development of Church Street car park and the remodelling of Stevenson Square will encourage investment and new kinds of uses in the area.

Dialogue with and between local stakeholders needs to be strengthened in order to marshal resources to sustain the area's regeneration. This has been initiated by Cityco's Northern Quarter Small Business Forum.

key priorities

- > The redevelopment of Church Street car park and the remodelling of Stevenson Square to encourage investment in the area.
- > Improvements to key gateways and linkages.
- > Tackling blight by prudently acquiring some of its more prominent causes.
- > Developing structured dialogue with local businesses and other stakeholders.



the corridor manchester

The Corridor Manchester is the focus for one of the largest concentrations of world class higher education institutions in Europe; the Central Manchester and Manchester Children's University Hospitals NHS Trust, a wide range of cultural and leisure facilities, a significant number of other commercial, residential and retail uses; and around 37,000 jobs.

The area's high performing universities – the University of Manchester and Manchester Metropolitan University – both with excellent research centres, together teach over 75,000 students. Both Universities have major programmes of capital investment that will support the development and improvement of teaching and research facilities.

The redevelopment of the hospitals complex, which comprises Manchester Royal Infirmary, Manchester Royal Eye Hospital and Saint Mary's Hospital, and which will ultimately employ 8,500 staff, provides a major opportunity for the Trust to make a significant contribution to the regeneration and economic development of the city and improve the prospects of the local area's residents and businesses. Collaboration with the academic and industry partnerships will provide the opportunity to support the development of world-class centres of excellence in health sciences and higher education-linked research.

Over £1.5 billion of capital investment will be made by the key institutions over the next five years creating the momentum to drive knowledge-based creative, cultural and scientific growth, together with an estimated 34,000 new jobs.

In order to ensure that the scale of activity and strategic importance of the area can be maximised and that the resources and energies of the major players in the corridor are marshalled in a way that delivers an outcome greater than the sum of their parts, the City Council, the key stakeholders and the North West Development Agency have established the Corridor Partnership to guide the growth and development of the area.

The key remit of the Partnership is to ensure that local residents can benefit from the employment opportunities that will be created; that opportunities for future growth are captured; that development takes place in a planned, co-ordinated and complementary way; that better amenities for local residents are established; and to maximise the contribution that the broad range of cultural facilities make to the area.

Given the international significance of Manchester's growing knowledge economy, the profile and performance of the area is critical in driving the long-term economic competitiveness of the city, its region and indeed the North of England as a whole.

Challenges

The Corridor functions as one of Manchester's key radial routes, leading south from the heart of the city centre, and connecting a significant proportion of residents in the wider conurbation with the job opportunities in the city centre. A key work area for the Corridor Partnership, therefore, will be to address the quality of public transport connections and capacity within and through the area and the wider city centre, whilst minimising the negative impacts of transport and congestion on the public realm and environment, and most of all to ensure that relationships with adjacent communities can be strengthened.

A masterplanning framework will guide investment decisions in the area and provide a context for the creation of a high quality public realm setting.



the corridor manchester continued

key priorities

- > Work with partners to ensure high quality, coherent and co-ordinated regeneration of the Corridor, capturing potential both for local residents and broader economic growth and including improvements of the public realm, new residential and commercial space, improving accessibility and connectivity, integrating local communities and developing pivotal sites.
- > Integrate economic and development linkages with the Southern Gateway's First Street.
- > Determine whether a new cultural facility is needed or desirable in the Oxford Road area and if so how this could be procured.



southern gateway

The Southern Gateway is particularly well placed to accommodate a significant growth in commercial activity given its relationship to the Corridor and the major economic drivers of the Universities and the Central Manchester Hospitals.

First Street within the Southern Gateway is the key highway conduit from the Airport and the national and regional motorway network from the south and hence the capital. In addition to its excellent accessibility by road the Southern Gateway area is served by Oxford Road and Deansgate Railway Stations and the Metrolink stop at Manchester Central.

The key characteristic of the area is the significant amount of vacant land for development. The area has significant potential to take forward initiatives that are being driven by Manchester: Knowledge Capital.

A partnership has been established between the primary landowner in the area and the City Council in order to establish a masterplan to guide investment in this area over the duration of this plan. The area will become a mixed-use quarter comprising significant levels of commercial and residential accommodation with a vibrant mix of contemporary urban buildings, new landmarks and public spaces with activities and uses which will sustain a considerable increase in employment, culture and retail offer feeding into the Oxford Road Corridor area and the remainder of the city centre. A high-density mix with a high quality environmental setting will create a first class business destination and living

environment. The commercial profile proposed will be complementary to established commercial destinations such as the Central Business District, Spinningfields and Piccadilly Gateway and will add significant value to the overall regional centre offer by further diversifying and extending the existing Manchester capacity.

Challenges

A prime challenge will be effectively integrating transportation, connectivity, functionality and improvements to East-West links to those along the Corridor. There will also be a need to explore and identify opportunities for associated development between the Corridor and the Southern Gateway. In line with strategies to improve the level and range of skills of local residents, further work will be undertaken to better understand how development initiatives at First Street can begin to deliver benefits to adjoining areas through providing new employment opportunities. A major opportunity also exists to develop First Street as a highly sustainable quarter, by a strong and radical environmental strategy, which will be a key principle as development is taken forward.

key priorities

- > Develop a strategic development framework covering First Street area, which is able to respond to opportunities for new investment.
- > Analysis of connectivity, functionality and improvements to east-west links through to the Corridor.



china town

Manchester's Chinese community is the second largest in Europe, and people of Chinese origin constitute the only single ethnic minority community of any number within the city centre. China Town is a small but very well-defined area lying at the geographical heart of the city centre. However, already significant numbers of Chinese-driven businesses are not confined to China Town and China Town will never be able to contain all that is Chinese within the city – or even city centre. Even the New Year Festival is becoming too large for the area, given its massive visitor attraction. China Town must be seen as an anchor for the Chinese community and not a constraint.

The area contains many restaurants, shops and small businesses, as well as significant levels of housing. The Arch and Pagoda signify the heart of China Town, and the multiplicity of bright symbolic signage and the proliferation of spoken Chinese language leave one in no doubt of the unique and authentic identity of this area. The spectacular Chinese New Year celebrations are one of the fastest growing visitor attractions in the city's events calendar, and the mid-autumn Moon Festival is now also becoming established.

Commercial and business uses in upper floors are a reminder that this locality also borders spatially and sectorally with the Central Business District. To the north the area also benefits from the revitalised City Art Gallery and its extensive community orientation.

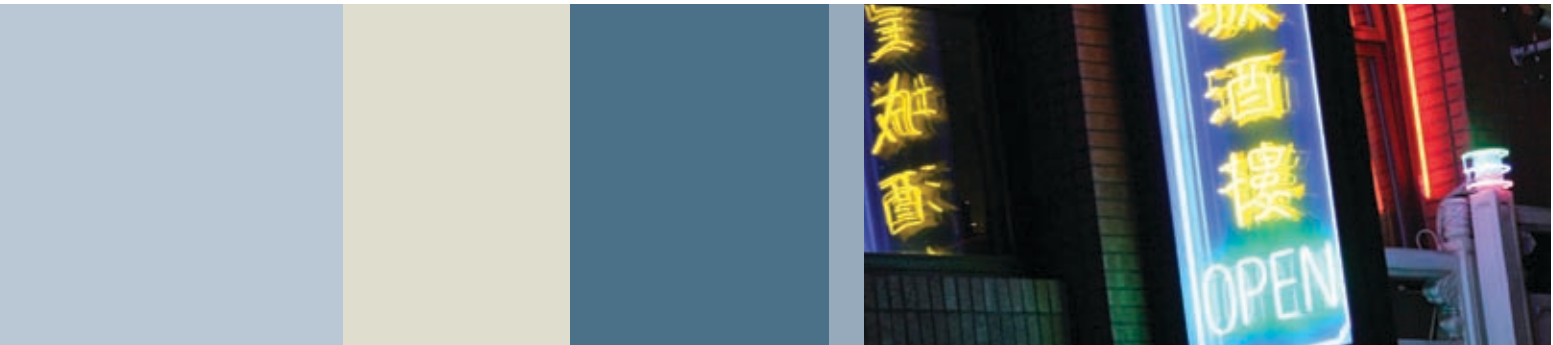
A partnership relationship has been established with some sections of the community both through development of the crime and safety agenda, raising environmental management standards, and also major street art and infrastructure partnership works and input into the distinctive dressing of the area. China Town – along with the Village – benefits from a dedicated sustainable communities policing regime.

Challenges

China Town has great potential to further add to the city's visitor and tourist offer, and is a niche support to the conference trade. Strong identification of Manchester as having a significant Chinese component will become ever more vital given the importance of China in the changing world economy, as a potential investor, and not least as a source of student enrolments and knowledge capital.

China Town's significance as an indigenous regional Chinese community centre is recognised and supported and there are huge gains to be made by further facilitating the outward-looking stance being adopted by Chinese organisations within the city and unlocking greater participation of the Chinese community in the economic life of the city.

Whilst the Chinese restaurant and food trade – originally the backbone of the China Town economy – is arguably remaining competitive, this cannot be taken for granted and it will be vital to ensure the continuing place of Chinese cuisine and businesses in the city centre's food offer in all festivals and promotions.



China Town has little street level walk-in access, and this lack of an impulse offer minimises its appeal to casual footfall. Work needs to be done to raise footfall and dwell-time and to widen the predominantly food-dominated offer. This may suggest some judicious pedestrianisation, and in turn review of traffic circulation and parking, and wider access issues, including gateway measures, given the proximity of Piccadilly and the Oxford Road Corridor. Abutment with the Central Business District should be exploited to increase ancillary and residual use of capacity of upper floors, and linkages across Charlotte Street should seek to draw across animation from the New York Street developments in Piccadilly.

Further study will be required to identify the opportunities for and constraints to further development and to investigate fully the means of unlocking the full potential of this area. The City Council and Cityco will need to engage with landowners in order to do this and to encourage investment and development.

key priorities

- > Work with local partners to elaborate an investment and development strategy to ensure that China Town fully exploits its potential.
- > Develop a strategy to establish China Town as one of the most eminent of its type in the world.



the village

The Village is uniquely Mancunian in character, its physical form being established by the wealth of fine Victorian and Edwardian buildings. The defining quality of the Village lies in it being the home of the Lesbian, Gay, Bisexual and Transgender community, containing many special services and resources and, of course, the night time and leisure scene for which the Village is world-famous. The annual ten-day Manchester Pride in August is one of the lynch pins of the city's event-based visitor programme and now attracts a huge family audience. To this has now been added RaW, the ten-day annual festival in December now rapidly becoming an important event on the calendar, as well as Sparkle.

The Village is home to one of the most concentrated clusters of independent small businesses in the city centre, and also has a long-standing and very diverse residential component which includes students, part of the city's ethnic Chinese population and some social housing, as well of some of the city's more affluent residents.

The Village has been an explicit element in Manchester being considered one of the most creative cities in the world, and this difference and creativity must be protected and promoted. It is however recognised that, just as many among the Lesbian, Gay, Bisexual and Transgender community no longer see themselves confined to the Village, the Village itself is at ease with also catering to a wider audience within its own varied offer, and without losing its essential 'gayness'. The Village is comfortable in looking outwards, as well as forwards to a diverse and tolerant future. For example, the area's award-winning, new-look, larger and higher quality alfresco dining arrangement has added much needed extra capacity to the food offer, drawing in a cosmopolitan range of custom.

There is major change within this area with the Whitworth Street/Princess Street Origin development at one end and the Piccadilly Place development driving in footfall and animation from the other. The Curve bridge from Piccadilly station approach to Piccadilly Place funnels a whole new pedestrian stream from Piccadilly Gateway into the east end of the Village. This adds ignition to the hitherto tentative and specialist retail offer in the area, and will also fuel daytime activity.

Challenges

The need to recognise the Village as a diverse and inclusive area whilst retaining its Lesbian, Gay, Bisexual and Transgender identity, creativity, and cluster of independent businesses, is paramount. Indeed, maintaining and growing independent business activity in the area is probably key to maintaining its identity. This should not be inconsistent with the need to cater for a much higher number of daytime workers and users, given the outward-looking orientation of existing indigenous businesses and investors. An enhanced retail presence will be required in view of changing (additional) daytime usage of the area given the realisation of heightened connectivity with Piccadilly Gateway.

The inability to pedestrianise Canal Street fully means that attention will have to be given to footways and signage at a tactical level as well as further developing the wider Village's 'sense of place' furniture. Coping with and dispersing large flows of customers through the night, without conflict to residential and commercial users, will remain an issue, but the strengthening of the daytime trade of food and drink businesses should assist with this. Street stewardship will need to be raised to the highest standards to support these changes and address street nuisance and crime.



Canal-side access at street level should be capitalised upon by the Origin development. Waterways (not purely canal-side as hitherto) activity should be used to emphasise the very special sense of place within and throughout the Village (and not solely Canal Street).

All of this points towards the potential to aspire to be truly one of the most notable gay quarters of any city in the world, and establish the Village's iconic status.

key priorities

- > Further study to investigate the promotion of the functionality of all aspects of the Village (including its difficult public realm) should be undertaken in the wake of the Origin development at the corner of Princess Street/ Whitworth Street.
- > Cityco will co-ordinate safety enhancements to the canal side at Canal Street.
- > Supporting independent business activity in the area.
- > Benchmark the area against similar districts of those world cities having the best-known gay quarters and develop a strategy to address any key findings.



castlefield

Castlefield has a very strong sense of place and identity, resulting from sensitive development of its industrial heritage and urban canal side landscape. A large residential population is now well established and alongside this lies the major visitor destination of the Museum of Science and Industry. The changing dynamics of the city centre mean that the area is no longer just a destination associated with its night-time economy.

Although the quality of the environment around the canals and Roman Gardens has been problematic and there is a need for public realm development and improvement within the area, progress has been made on improving the quality of the waterways. The northern and southern areas are still characterised by industrial uses, poor access to the Irwell and Medlock rivers and declining areas of surface car parking. Development in these areas will provide opportunities to substantially improve access, considerably raise environmental standards and strengthen the special character of this important area.

To some extent – especially at the southern margins – connectivity with the rest of the city is impaired by the proximity of Chester Road, the Mancunian Way and the waterways themselves. Whilst pedestrian routes are better towards Spinningfields and the heart of the city centre there is a lack of legibility that needs to be resolved. Developments in the St. George's area provide opportunities to improve links along the Irwell and the Bridgewater canal into the city centre from the growing population at Salford Quays.

Challenges

Castlefield needs to be more closely integrated with surrounding areas, such as Southern Gateway and Hulme. This will ensure that the area's unique physical and historical assets are more effectively used and maintained, and the growing residential population supported. The area will also become the strategic link between the city centre and Salford Quays. The development of Pioneer Quay will further help links and accessibility to adjacent areas, as well as with the extended Metrolink system and Deansgate rail station.

The expansion of the core of the city centre towards the Mancunian Way, through developments such as the Great Northern, Hilton Tower and Manchester Central, deliver opportunities for use of Castlefield's public realm as integral to the city centre. This will require more active promotion of the area and better links across roads. Closer monitoring of management and maintenance regimes will be delivered so that the ongoing development of Castlefield as a safe and high quality environment is established.

Castlefield provides an attractive public realm offer through the history imparted through Roman and industrial contexts, the appeal of the waterways and the arena, and the Roman gardens and the areas surrounding the viaducts. The public realm now requires updating and improving. In addition, there is a requirement to provide appropriate connection and integration of these separate areas into a more cohesive open space.

key priorities

- > Secure development of Pioneer Quay.
- > Improvement of existing public realm to produce a more coherent area of open space for residents and visitors.
- > Develop and deliver an identity and strategy for the area as a leisure and events location.
- > Work with the Museum of Science and Industry to define a coherent strategy for development and its integration into the wider visitor offer.
- > Improvement of the area's residential infrastructure.



irwell city park

In recent years, the potential has become apparent for the River Irwell to act as a vital and vibrant link between the many different initiatives being developed along its banks. Essentially it will knit together Manchester and Salford.

Irwell City Park is therefore planned as a new area of world-class public realm with its own identity and strong sense of place. The project will see the creation of a series of new high quality public open spaces, new linkages to existing visitor attractions and green spaces and a high quality riverside walkway that will run from Salford Quays, through the city centre past Spinningfields and Manchester Cathedral all the way to Peel Park. It offers an opportunity to restore a major urban waterway, and can have a dramatic impact on quality of life for local people and workers, delivering much needed public space, jobs and links within and between communities and a wealth of leisure, health and employment opportunities. Manchester, Salford and Trafford councils have in place planning guidance for Irwell City Park.

Challenges

Irwell City Park will add to the expanding residential offer by providing a variety of formal and informal recreational opportunities, a chance to meet neighbours and provide a safe green transport corridor. The Park will also deliver an attractive complement to the working environment, drawing workers out of their workplaces and into the city centre, therefore connecting them to others.

There is, however, a range of issues to be tackled. Maintenance and the project's long-term sustainability are crucial to its success and it is essential that the area is perceived as safe and secure. Access and high quality signage, along with effective promotion, are key to ensuring maximum usage. An imaginative animation strategy can also ensure the potential of the space for recreation is maximised.

The Cathedral Square project, which will involve the pedestrianisation of Victoria Street to enable the cathedral frontage to join the riverbanks and create an appropriate setting for this significant heritage building, and Cathedral Walk, which will be a spectacular suspended walkway snaking above the Irwell to connect Manchester and Salford linking Cathedral Square to Chapel Wharf, are both planned to be delivered by 2011. The walk will be a truly iconic feature of the park and transform the experience of the river and the city at this historic point in the Irwell's course.

key priorities

- > Cathedral Square and Cathedral Walk.



managing plan delivery

This Plan shows that significant momentum for the renewal of the city centre has built up over at least the last decade but this momentum must be harnessed given the current global economic cycle. It sets out a vision for the city centre and describes on a thematic and area by area basis what needs to be done by the City Council, Cityco and their partners to secure the delivery of that vision and to maintain and accelerate the momentum of renewal.

Given that the continued success and growth of the city centre is vital in so many respects – not least to ensure the delivery of the economic benefits that underpin the delivery of Manchester’s Community Strategy, and to ensure the continued economic health of the city-region – it is also essential that the priorities identified throughout this document are implemented. Action plans for each geographical area and cross-cutting theme will be developed and assessed to ensure that progress has been made against targets, and to ensure that the overall vision for each area is still the most appropriate direction of travel to meet the overall needs of the city.

To monitor progress of the city centre as a whole, a joint annual progress report, outlining achievements, issues and any impediments to progress will be submitted to the City Council and to Cityco’s Board. Moreover, the imperative of the global economic downturn renders it vital that any local, tactical impediments to the city centre economy are addressed immediately. To this end, Cityco will develop and maintain a short-term twenty-point plan of actions with a maximum twelve-month timescale, often shorter; in this way a dynamic and flexible response can swiftly be made to the needs of the city centre economy.



Victoria

Chapel Street

Retail Core

Northern Quarter

Spinningfields

Central Business District

Piccadilly Gateway

Left Bank

China Town

Petersfield

The Village

Eastern Gateway

Castlefield

The Corridor

Southern Gateway



For further information please contact

Cityco
The Manchester Club
81 King Street
Manchester M2 4ST

T 0161 838 3250
F 0161 838 3265
E info@cityco.com
W www.cityco.com

City Centre Regeneration Team
Chief Executive's Department
Manchester City Council
Town Hall
Manchester M60 2LA

T 0161 234 3987
F 0161 274 0035
E citycentre@manchester.gov.uk
W www.manchester.gov.uk