

**Manchester City Council
Report for Resolution**

Report To: Economy, Employment and Skills Overview &Scrutiny
Committee – 21 July 2010
Executive – 28 July 2010

Subject: Chorlton District Centre – Action Plan 2010 to 2020

Report of: Deputy Chief Executive (Regeneration)

Summary

Members are asked to approve a district centre action plan for Chorlton. The plan takes account of priorities expressed by the public, is economically viable and deliverable. The plan includes a vision, a spatial plan and an action plan that together set out a framework for the continued success and future growth of Chorlton's retail area.

Recommendations

- 1 The Executive is requested to approve the district centre action plan for Chorlton.
- 2 The Executive is requested to adopt the district centre action plan as a material consideration for development control purposes.

Wards Affected:

Chorlton, Chorlton Park and Whalley Range

Community Strategy Spine	Summary of the contribution to the strategy
Performance of the economy of the region and sub region	The action plan will set the framework for future investment in the largest district centre in south Manchester.
Reaching full potential in education and employment	The action plan will encourage investment in Chorlton district centre and will safeguard existing employment.
Individual and collective self esteem – mutual respect	Chorlton district centre serves a wide catchment area, including some deprived communities. The action plan will help the district centre to meet the needs of lower income groups as well as higher earners, thereby promoting social inclusion

Neighbourhoods of Choice	Successful district centres provide facilities that are valued by residents and help to create neighbourhoods of choice. Chorlton district centre is successful but further investment is vital if it is to continue to attract visitors in the context of increasing competition from centres located outside the city.
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Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

There are no financial consequences in the current financial year. Any improvements to city council services in future will be included in relevant departmental business plans.

Financial Consequences – Capital

There are no financial consequences in the current financial year. Any improvements to city council buildings in future will be included in relevant departmental capital budgets.

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

South Manchester Strategic Regeneration Framework, October 2007

Visiontwentyone's TALKChorlton Consultation Statement, January 2010

1.0 Introduction

- 1.1 The South Manchester Strategic Regeneration Framework was approved in 2007 and sets out priorities for making improvements in ten wards, including Chorlton. The Framework states that district centres play a vital role in being the focus of retail and services for local people, and that the overall quality of centres in south Manchester needs to be improved. One of the priorities identified is that district centre action plans be prepared for the five district centres that serve the communities of South Manchester, including Chorlton.
- 1.2 The City Council's aspiration is to build on Chorlton district centre's success and to ensure that it will be a sustainable, economically viable and vibrant centre in the future. New development in Chorlton should add value and create a retail, service and leisure destination of choice, enhancing Chorlton's desirability as a popular place to live. To achieve this, there needs to be careful consideration of its role and further potential in terms of its contribution to the city and sub region and in the context of possible investment in other locations.
- 1.3 To ensure that the views of local people were taken into account early in the process of developing a plan, the Council commissioned Visiontwentyone to carry out public consultation in relation to the key principles which will help to shape the future of Chorlton district centre. Their key findings were considered by Scrutiny Committee in March 2010 and have been published on the TALKChorlton website. Section 3.0 of this report contains a brief summary of the key findings.
- 1.4 In March 2010 members agreed two further commissions: the first to develop a district centre action plan for Chorlton and the second to understand better what the City Council can do to stimulate independent retail demand and support the growth of independent retail across the city.
- 1.5 This report relates to the first commission and recommends the district centre action plan prepared by Drivers Jonas Deloitte. Section 4.0 of this report summarises their key recommendations.
- 1.6 The Retail Group has been separately commissioned to carry out the second piece of wider work on independent retail. Scrutiny Committee is scheduled to consider their findings and recommendations in autumn 2010.

2.0 Wider retail context

- 2.1 Chorlton district centre must be seen in the wider context of retail trends across the region. These may represent both opportunities and threats. Earlier this year the Council was consulted on two applications for supermarket developments within Trafford, at the Old Trafford Cricket Ground and at the White City Retail Park, via the Old Trafford proposal being part of a much wider scheme including the redevelopment of the Cricket Ground itself. In order to make a considered response to the applications, the Council commissioned some further analysis work. The findings of this work

demonstrated that the scale of the proposed new foodstore at Old Trafford could not be justified and that the cumulative effect of both the White City and Old Trafford schemes going ahead would have a very significant impact on other local centres, in particular Chorlton. The redevelopment of the Cricket Ground as a national and international sporting destination demonstrated that it would deliver much wider regeneration benefits. Therefore, based on all of this evidence, the Council supported the principles of the Old Trafford scheme but requested Trafford Council to ensure that the size of the proposals be modified to better reflect demand and residual capacity, recognising the priority to support the regeneration of Chorlton.

- 2.2 As a result the foodstore proposal was scaled back and the application has now been determined by Trafford MBC. This means that a reduced Tesco store (94,000 sq ft of which 46,000 sq ft will be food retail) will proceed.
- 2.3 The planning application for a Sainsbury's food store at White City Retail Park was refused by Trafford on the grounds that it would have significant and unacceptable adverse conditions on the vitality and viability of, and would divert trade from, the Regents Road Neighbourhood Centre and Stretford Town Centre. The development of a Tesco store near Stretford Leisure Centre was a consideration in the decision. The developers lodged an appeal in March 2010.
- 2.4 The implication for the role of Chorlton district centre in the light of a large Tesco store at Old Trafford Cricket Ground is that while there is considerable residual capacity for new retail development at the right scale, to remain successful Chorlton will need to differentiate itself by means of its distinctive, high quality offer which gives Chorlton a value added destination and supports the further development of a strong independent retail sector. This conclusion is supported by the retail capacity studies.

3.0 Public consultation: summary of key findings

- 3.1 The key findings of the public consultation carried out by Visiontwentyone were that the principles that received most support were sustainability, access, public transport and parking, encouraging people to shop locally and developing quality independent retail. Other priorities included more green and open spaces, better public realm and improvements to public buildings
- 3.2 The remaining key principle, to offer a new food store, was thought to be not important by two-thirds of respondents, with concerns being expressed about the impact a large-scale supermarket could have on small independent retailers. Some respondents indicated that a small-scale, high-end quality food store would however be acceptable.
- 3.3 A number of additional key principles were suggested, including provision for the community and community activities, crime and safety, and leisure and cultural activities. Local jobs and training were seen as key, and respondents said it is important that future development will appeal to a wide range of ages and to people from a wide range of cultural backgrounds. The public

consultation findings have been a significant element in the evidence base used to inform the district centre action plan.

4.0 Chorlton District Centre Action Plan: Executive Summary

- 4.1 The Executive Summary to Drivers Jonas Deloitte's action plan is an appendix to this report. The summary analyses Chorlton district centre in terms of its core functions, its distinctiveness and the accelerator to economic growth which Metrolink represents. It presents a vision for the future, stating the importance of a step change in the offer, to generate greater footfall and higher spend in order to protect the long-term success of the shopping centre. It sets out a framework to encourage new investment in the centre and restrict inappropriate development. It includes a spatial plan and sets out a number of key interventions in the form of an action plan that taken together will serve to enhance the positive features such as independent retail while limiting the risk that the night-time economy will become detrimental to the overall health of the centre.
- 4.2 The proposed vision for the district centre is that "Chorlton will continue to be a successful place that is well connected and accessible by all. It will provide an attractive and vibrant shopping centre with a full range of quality shops and community facilities. A redeveloped core will provide the catalyst for further investment, providing a new destination where people can meet and shop, encouraging visitors to spend more time in the district centre. The distinctive independent retail sector will continue to differentiate Chorlton from other centres in Manchester. Metrolink will provide a step change, creating the conditions for accelerated economic growth."
- 4.3 The Executive Summary includes spatial plans in order to guide future physical development. These apply the concepts of 'core functions', 'distinctiveness' and 'economic accelerator' to Chorlton. They also show locations for potential improvements, such as better pedestrian links and streetscape. The themes are based on the key principles that featured in the public consultation and the actions proposed have been tested to ensure that they are realistic and viable.
- 4.4 The full action plan document is available on request. To drive implementation and oversee the delivery of the plan, the City Council will create a partnership of stakeholders including representatives from local businesses, residents, interest groups and public services.

5.0 Citybranch Investment in Chorlton Precinct

- 5.1 Chorlton Precinct forms the retail core of the district centre. The fabric of the precinct centre is ageing and no longer provides shop units that are suitable for modern needs. Citybranch, the owner of the precinct, is considering significant investment in the precinct to provide a more appealing shopping environment, one that functions better for retailers and which provides the opportunity to increase the diversity and quality of the district centre offer. Citybranch's investment represents a unique opportunity to provide a step

change in the quality of convenience and comparison retailing, significantly increase the scale of independent retailing, improve health facilities and increase the availability of parking. Discussions with Citybranch indicate that they will be able to consult with the public on their proposals in autumn 2010 leading to a planning application by the end of 2010.

6.0 Strengthening Independent Retail

- 6.1 Our retail analysis highlights the importance of new investment in supporting the growth of the independent retail sector in Chorlton. Traders have welcomed the opportunity for engagement with the Council and the chance to address together the ways in which independent retailing could be extended and supported. This dialogue will involve the owners of the Precinct Centre in particular so that these views can influence the development of plans and mechanisms to achieve common objectives in areas like marketing, leases etc.
- 6.2 The independent retail study referred to in paragraph 1.6 will further assist the Council in understanding the measures which can be taken to support independent traders. Recommendations arising from the study will be reported for consideration by Scrutiny Committee in the future.

Existing Morrison's Store

- 6.3 Chorlton district centre is anchored by a Morrisons food store that trades very well and is located close to the new Metrolink stop that will become operational in Spring 2011. Discussions with Morrisons indicate that they are satisfied with the location of the store and the future potential of Chorlton and have plans to expand, which is very positive. The action plan picks up the need to better connect this store and surrounding shops to the precinct hub, via strengthened pedestrian routes and streetscape.

7.0 Improving public facilities

- 7.1 In addition to Chorlton Health Centre, there are two key public facilities close to the heart of the district centre that provide popular services in buildings that require significant investment. Chorlton Library is one of the most popular libraries in the city and the current building is full to capacity. Oswald Road Primary School is experiencing demand for additional places that has resulted in around £500k investment in new modular buildings to increase foundation stage capacity by September 2010. The City Council is examining what investment in the library and primary school might be possible in the medium term to improve buildings further and to enhance learning.

8.0 Metrolink - an economic accelerator

- 8.1 The Metrolink extension to Chorlton will be completed in spring 2011. This will accelerate economic growth by attracting new residents to Chorlton and by attracting more visitors to the centre from outside the existing catchment area. The city council is engaged in a dialogue with GMPTE about maximising

potential benefits created by the Metrolink stop, for example by improving interchanges opportunities between modes of transport and by strengthening pedestrian links between Metrolink and shops and services in the heart of the district centre.

9.0 Conclusion

- 9.1 In a challenging economic environment where many district centres are experiencing difficulties, this is a unique opportunity to attract new investment that will enhance and protect Chorlton. The Chorlton district centre action plan sets out the steps that need to be taken to realise this opportunity.

10. Contributing to the Community Strategy

(a) Performance of the economy of the region and sub region

- 10.1 The action plan will set the framework for future investment in the largest district centre in south Manchester. By setting a framework for private and public investment, the action plan will help to maximise the benefits of Metrolink and potential development in the district centre, including the precinct centre and the public service cluster located north of the precinct. It will also help to restrict inappropriate development in the district centre.

(b) Reaching full potential in education and employment

- 10.2 The action plan will encourage investment in Chorlton district centre and will safeguard existing employment. Longer-term targets include improvements to Chorlton Library and Oswald Road Primary School that would include services for under 5s and adult education.

(c) Individual and collective self esteem – mutual respect

- 10.3 Chorlton district centre serves a wide catchment area, including some deprived communities in the neighbouring wards of Chorlton Park and Whalley Range. The action plan will help the district centre to meet the needs of lower income groups as well as higher earners, thereby promoting social inclusion.

(d) Neighbourhoods of Choice

- 10.4 Successful district centres provide facilities that are valued by residents and help to create neighbourhoods of choice. Chorlton district centre is successful but further investment is vital if it is to continue to attract visitors in the context of increasing competition from centres located outside the city. The most significant new development will be near Lancashire County Cricket Club, referred to in paragraph 2.4. To remain successful, Chorlton will need to differentiate itself from this and similar developments in other locations by means of its distinctive, high quality offer. The action plan articulates this need and promotes initiatives that will help to create the distinctive and vibrant district centre that will be important to sustain Chorlton as an attractive neighbourhood of choice.

11. Key Policies and Considerations

(a) Equal Opportunities

- 11.1 Chorlton district centre serves a wide area, including some diverse communities such as those in Whalley Range. The action plan values the range of existing cultural activity in Chorlton. The action plan promotes cultural festivals and proposes the creation of public spaces that will enable people to enjoy gathering together, expressing pride in their cultural heritage and the neighbourhood in which they live.

(b) Risk Management

- 11.2 The action plan will set a framework that will reduce the risk of inappropriate development that might be detrimental to the health and vitality of the district centre.

(c) Legal Considerations

- 11.3 There would not be any immediate legal issues as a result of approving the action plan.

Chorlton District Centre

Action Plan



Executive Summary

12 July 2010





CHORLTON DISTRICT CENTRE ACTION PLAN - EXECUTIVE SUMMARY
MANCHESTER CITY COUNCIL

1. Executive Summary

- 1.1 The South Manchester Strategic Regeneration Framework (SRF) sets out the future strategic direction for the south of the City. In terms of the district centres, the SRF recommends that district centre action plans should be produced in order to improve and develop the essential qualities required of a district centre i.e. high quality retailing, services, leisure, transport infrastructure and public realm.
- 1.2 This document sets out the Action Plan for Chorlton District Centre. The Action Plan has been produced following intensive research, public consultation and close working with key stakeholders. The Action Plan takes as its starting point an evidence base that assesses the strengths, weaknesses, opportunities and challenges for the District Centre. The Action Plan identifies the short, medium and long term actions necessary to create a strong, vibrant and successful centre, which will support a cohesive community and fully exploit the economic potential of Metrolink.
- 1.3 The South Manchester SRF, however identifies Chorlton as having a *'higher role and function'* and operating at a higher level than most centres across Manchester. It identifies a number of issues that need to be addressed in taking forward further development; such as the need to increase the amount of time visitors spend in the centre, the importance of protecting the mix of independent traders and a need for more food and non-food retailing in Chorlton. This Action Plan provides the framework to meet policy aspirations and drive forward Chorlton as an exemplar district centre in Manchester.

Key Findings

- 1.4 The evidence based analysis, brought up-to-date by site surveys and a public consultation exercise lead by Visiontwentyone, highlighted the fact that Chorlton has a mixed offer in terms of its socio-demographic catchment, services, facilities and retailers. On one hand, Chorlton provides a home for affluent professionals and families attracted to the spacious housing offer. On the other hand, there are a number of disadvantaged communities also resident within the catchment. The District Centre Action Plan must therefore be designed to support the diverse population mix.
- 1.5 The core retail offer which functions as a 'high street' is centred around 'four banks', The Precinct and west Wilbraham Road. The remainder of the retail offer is spread unevenly across a large area, and is characterised by a number of smaller 'enclaves' of activity. Chorlton has a good reputation for its independent retail, characterised by a small number of highly successful, high-end independent traders and permeated by an abundance of lower value retailers. A number of under-performing stores serve to dilute the distinctive independent offer. Importantly, little of the 'higher end' offer is concentrated in the retail core of the District Centre.
- 1.6 Capacity has been identified for additional convenience and comparison retail in Chorlton. It has been established that the district centre suffers from high levels of convenience and comparison expenditure leakage, exacerbated by the overtrading position of the existing Morrisons store. Ensuring the right balance between multiple and independent retailers will be critical to a successful district centre.



CHORLTON DISTRICT CENTRE ACTION PLAN - EXECUTIVE SUMMARY
MANCHESTER CITY COUNCIL

- 1.7 The physical condition of the shopping offer in Chorlton is relatively poor; there are lively and vibrant frontages to the West of Wilbraham Road, but more generally there is the purpose built 1970s Precinct which does not respond to modern retailing needs and there are unsympathetic and dilapidated buildings which exist, in pockets, across the centre. The general shopping environment is also restricted by dead frontages, a cluttered public realm which has poor accessibility and barriers to pedestrian movement.
- 1.8 The retention of employment functions in Chorlton is important in attracting residents and commuters and increasing the footfall potential to support a buoyant centre. Public sector employment represents the heart of the office and employment function within the district centre, which is supported by a limited number of smaller commercial businesses and a successful and established office market which extends along the Princess Parkway corridor.
- 1.9 There is a critical mass of core public services situated to the north of the 'four banks' area, including health, library, school and leisure facilities, which are essential to maintain the vibrancy and vitality of Chorlton. However, the offer is in need of improvement and upgrade in order to be fit for purpose and to suit the needs of a modern and dynamic community.
- 1.10 A vibrant and well established cultural, music and arts scene, supported by a range of successful festivals throughout the year, is a key differentiating feature of Chorlton. However, whilst the vibrant night-time economy offers a distinctive selection of bars and restaurants, there is a danger of oversaturation to the detriment of the daytime vibrancy of the retail offer.
- 1.11 The arrival of Metrolink has the potential to accelerate economic growth in Chorlton. However the location of the Metrolink on the eastern edge of the district centre, and within a cutting, requires enhancement to ensure it can be integrated to linked trips and capitalise on increased footfall into the retail core.
- The Need for Intervention***
- 1.12 Chorlton must address these issues in order to remain competitive. There is a clear need for intervention. The Action Plan considers the interventions in 3 parts, each important to creating a sustainable and successful neighbourhood centre:
- § **Core Functions** – the bedrock of a district centre offer, including the provision of core retail, employment and public services; providing critical mass to drive footfall within the District Centre and the wider area;
- § **Distinctiveness** – the high-quality independent retail offer, the successful night-time economy and the cultural, arts and festival scene are differentiators that provide Chorlton District Centre with the opportunity to transcend the standardised offer; and
- § **an Accelerator** – the Metrolink has the potential to create accelerated economic growth beyond what would normally be achievable.
- 1.13 To ensure Chorlton protects, and more importantly, enhances its unique character and offer, investment is needed. It is recognised through public consultation that there is an urgent need for investment to provide higher quality retail provision and a public services hub. The combination of high quality convenience and comparison retail with public facilities will play a vital role in improving the Chorlton offer.



CHORLTON DISTRICT CENTRE ACTION PLAN - EXECUTIVE SUMMARY
MANCHESTER CITY COUNCIL

- 1.14 The Core Functions will be centred on The Precinct and provides an opportunity site for new public facilities, public spaces and new comparison and convenience retail provision. In addition, there is an opportunity to modernise the existing Morrisons to respond more adequately to the demands of customers and to leverage off the improved linkages to the adjacent Metrolink stop.

The Vision:

“...Chorlton will continue to be a successful neighbourhood that is accessible by all and well connected. It will provide an attractive and vibrant district centre with a full range of quality shops and community facilities. A redeveloped core will provide the catalyst for further investment, providing a new destination where people can meet and shop, encouraging visitors to spend more time in the district centre. The distinctive independent retail sector will continue to differentiate Chorlton from other centres in Manchester. Metrolink will provide a step change, creating the conditions for accelerated economic growth ...”

- 1.15 The vision for Chorlton District Centre is to be one of the strongest and most distinctive district centres in Manchester. To date, its success has grown organically to become a neighbourhood of choice in South Manchester. The facilities provided by the strong mix of core public service functions including the Post Office, Health and Leisure Centres, School and Library; coupled with a (strong independent) retail provision, draw people into the centre and together create a high footfall, longer dwell time and higher spend in the centre.
- 1.16 A strategy for intervention is not just about the future survival of the traders and businesses in Chorlton, but a step change in the quality of its offer to create a successful, dynamic and sustainable district centre. The Action Plan underlines the unequivocal need for new commercial investment in order to underpin necessary improvements in public services, the public realm and infrastructure.

Action Plan

- 1.17 The Action Plan sets out a framework that will protect and enhance the Core Functions and Distinctiveness of Chorlton, whilst maximising the benefits of the forthcoming Metrolink as an economic Accelerator. It is based around 10 key principles that form the foundations of the action plan which seek to encourage investment of the appropriate scale, quality, character and diversity to contribute to a successful district centre for Chorlton whilst discouraging inappropriate proposals:

- 1) Provide a high-quality further range of convenience offers to improve the retail core.
- 2) Improve and develop the comparison non-food retail offer.
- 3) Support and further develop the mix of independent traders and seeking to encourage more high quality operators.
- 4) Improve public services and public service provision.
- 5) Maximise the benefits of the economic ‘accelerator’: Metrolink.



CHORLTON DISTRICT CENTRE ACTION PLAN - EXECUTIVE SUMMARY
MANCHESTER CITY COUNCIL

- 6) Upgrade the public realm and increase the amount of time visitors spend in the centre.
- 7) Improve accessibility, connectivity, green infrastructure, public transport and parking.
- 8) Protect existing employers and encourage the space for small to medium enterprise businesses where appropriate.
- 9) Promote a sustainable place, taking on the principles of the Manchester Climate Change Call to Action.
- 10) Ensure strong leadership, management and governance, through partnership working.

Governance, Delivery and Management

- 1.18 The full potential of Chorlton District Centre will only be realised through collaborative working and partnership. New working practices between the private and public sectors will need to be established to ensure that the Action Plan can be delivered in an integrated and coherent manner.
- 1.19 The opportunity to create a Management Company to ensure the support for independent traders as well as stimulating investment will enable the District Centre to respond to the many management and development challenges that face Chorlton. It will enable a more concerted and comprehensive set of actions to be brought forward.

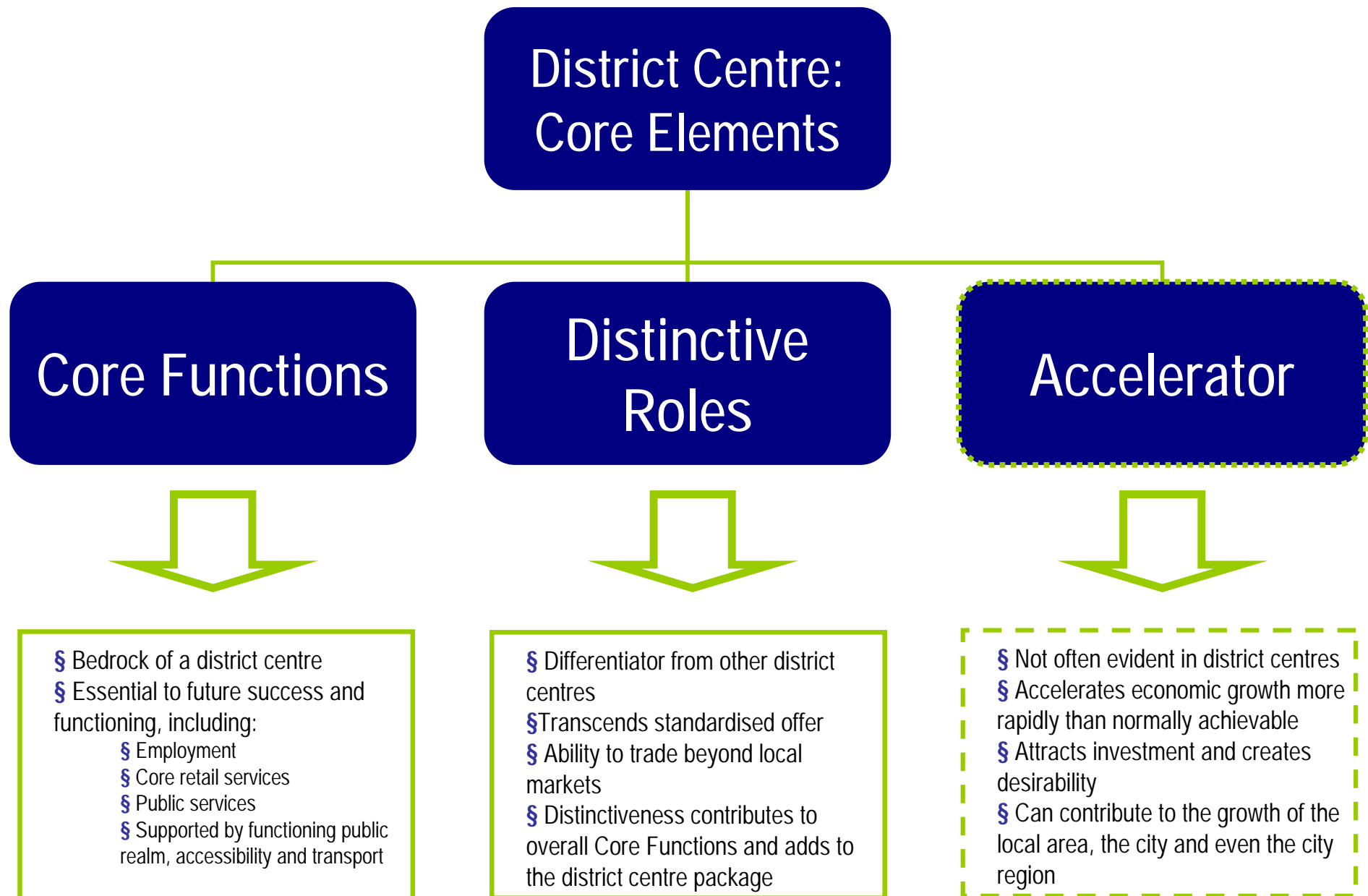
Illustration of the Chorlton District Centre Action Plan

- 1.20 The diagrams that follow outline the study boundary and illustrate how the concepts of 'Core Functions', 'Distinctive Roles' and the potential for an 'Accelerator' operate within Chorlton. They summarise the interventions proposed, which seek to encourage investment whilst restricting inappropriate development. They include:
- § **An Aerial Photograph of the Study Boundary** - showing the official district centre boundary as defined in Manchester's Unitary Development Plan (adopted 1995)
 - § **District Centre Core Elements** - demonstrating the concepts of 'Core Functions', 'Distinctive Roles' and an 'Accelerator'.
 - § **Action Plan Key Interventions** - summarising proposals to protect, enhance and maximise or restrict the key district centre functions.
 - § **Chorlton District Centre Core Elements** - a diagrammatic plan which seeks to apply the concepts of core functions, distinctive roles and economic accelerator to Chorlton.
 - § **Chorlton Concept Plan** - a spatial plan for the future of Chorlton District Centre.
 - § **Chorlton Extract Plan** - a more detailed spatial plan, focussing on the retail and public service cluster, at the heart of the district centre.
 - § **The Action Plan** - identifying key actions and interventions over a short, medium and long term timeframe, tested against the 10 key principles.













Chorlton District Centre: Study Boundary

Chorlton-cum-Hardy

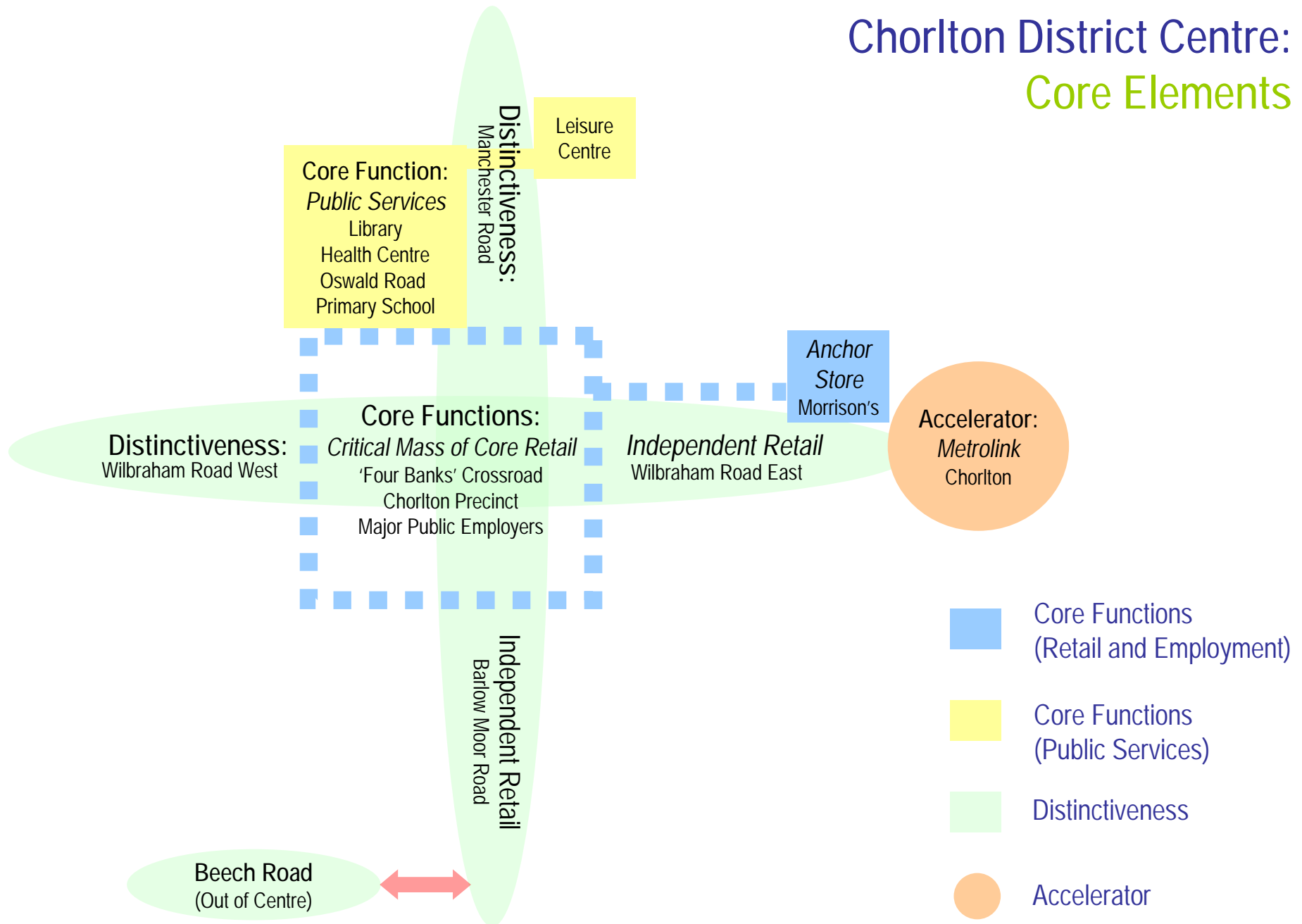


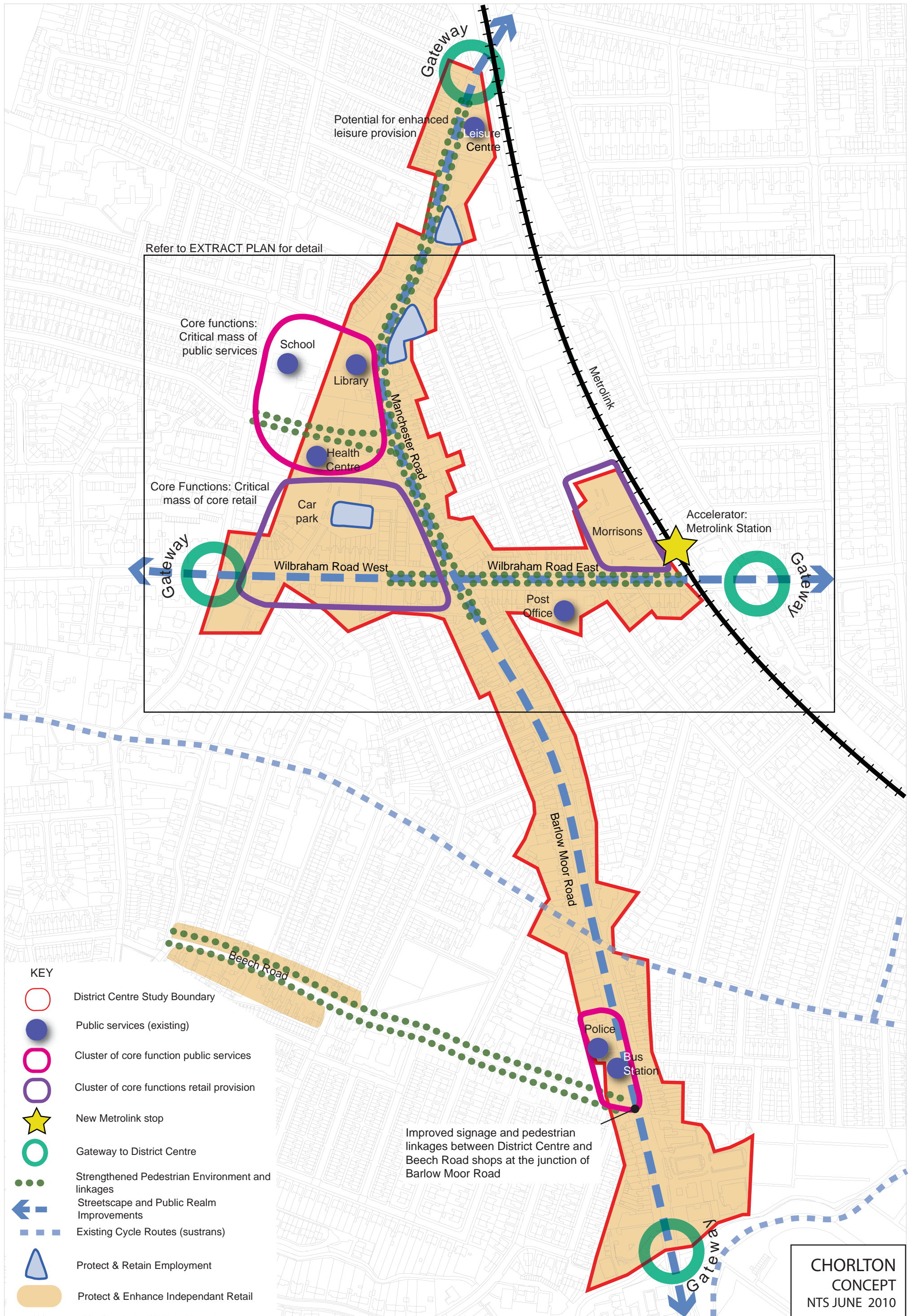
Action Plan: Key Interventions

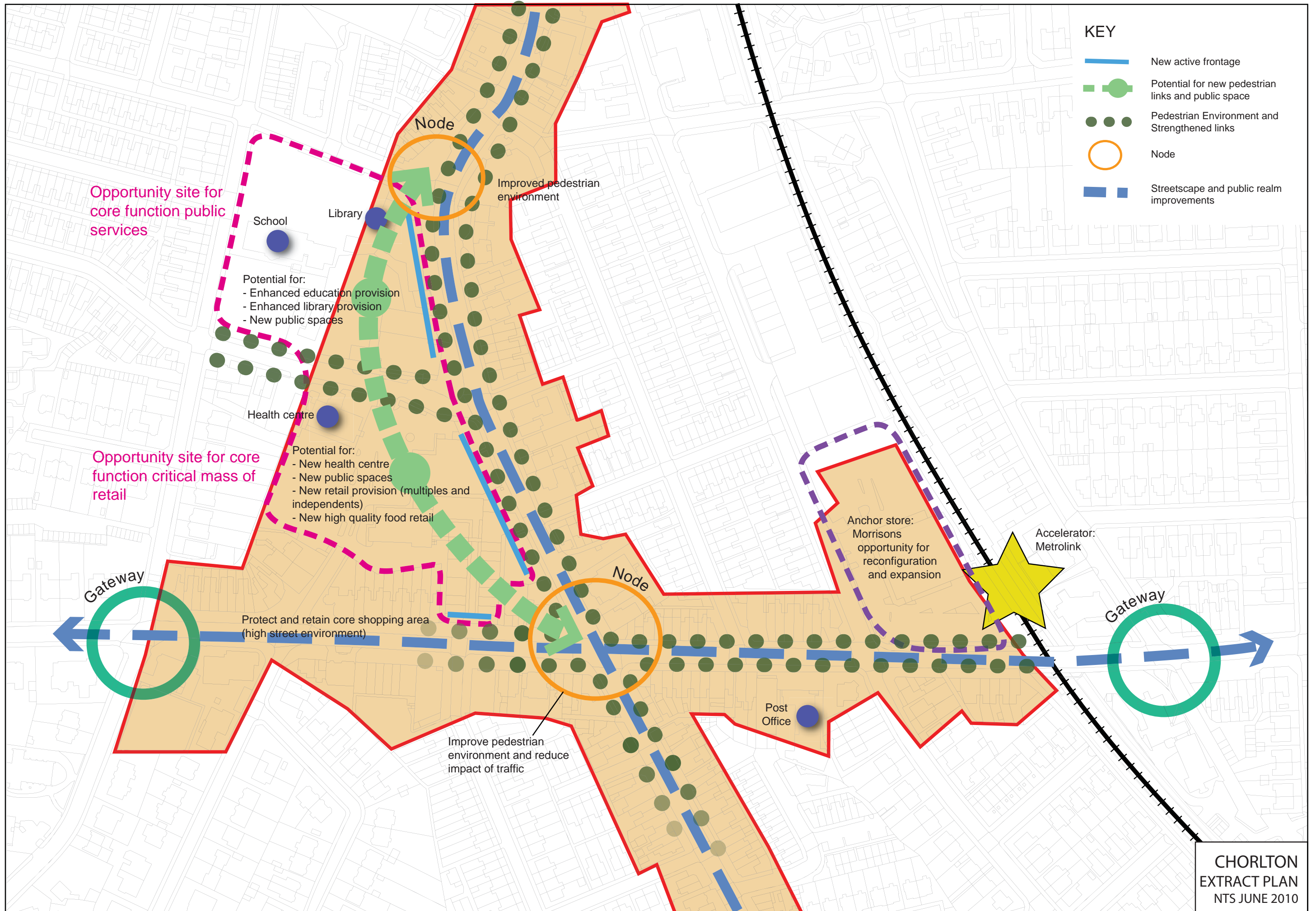
Core Functions	Distinctiveness	Accelerator
<p><i>Convenience Retail</i></p> 	<p><i>Independent Retail</i></p> 	<p><i>Metrolink</i></p> 
<p><i>Comparison Retail</i></p> 	<p><i>Night-time Economy</i></p> 	
<p><i>'Other' Retail</i></p> 	<p><i>Culture & Arts</i></p> 	
<p><i>Employment</i></p> 		
<p><i>Public Services</i></p> 		
<p><i>Environment / Public Realm / Transport & Parking</i></p> 		

 Consolidate / Protect
  Improve / Enhance
  Maximise Potential
  Restrict

Chorlton District Centre: Core Elements







Action Plan: Core Functions

Priority	Target(s)	Action / Intervention	Short (1-3 yrs)	Medium (3- 5yrs)	Long (5-10 yrs)	Link to Key Principle(s)
<i>Retail</i>	<p>§ Create a critical mass of high quality retail services at the heart of the district centre: at The Precinct and 'four banks'.</p> <p>§ Protect and enhance the existing retail offer and improve performance against key indicators.</p> <p>§ Increase time and spend in the district centre.</p> <p>§ Prevent further expenditure leakage in convenience goods.</p> <p>§ Protect and preserve the existing comparison offer and potentially attract new tenants.</p> <p>§ Protect the existing quality independent offer and improve the lower end offer.</p> <p>§ Encourage more high quality restaurants in the core.</p> <p>§ Restrict the number of bars / takeaways to prevent over saturation and deterioration of the day-time economy.</p> <p>§ Restrict the increase in non-retail commercial uses which would impact on the character and vitality of the centre.</p>	<ol style="list-style-type: none"> 1. Redevelop The Precinct. 2. Provide new high quality, different brand convenience retailing in The Precinct in order to reverse expenditure leakage. 3. Promote re-development sites around the retail core and that link it with Morrisons and Metrolink. 4. Develop new high quality independent and multiple tenants in the retail core and redeveloped Precinct. 5. Improve the physical appearance of shop fronts. 6. Introduce a Primary Shopping Area, together with primary and secondary frontages, to provide greater protection to the vitality and viability to the shopping environment. 7. Review and amend, as necessary, planning and licensing policies to prevent the over-saturation of one particular use, whilst ensuring that new independents and entrepreneurship are not quashed. 	 	 	 	<p>1 2 3 6</p> <p>1 2 3</p> <p>1 5 6 7 9</p> <p>1 2 3</p> <p>6</p> <p>1 2 3 6</p> <p>3 6</p>
<i>Employment</i>	<p>§ Protect the existing mass of government occupiers.</p> <p>§ Protect other existing office and business space within the district centre.</p> <p>§ Attract and retain small businesses and SME's within the district centre.</p>	<ol style="list-style-type: none"> 1. Retain existing employers in the centre. 2. Promote and offer opportunities for flexible space for small business occupiers above existing units where possible. 3. Promote re-development sites around the retail core and that link it with Morrisons and Metrolink. 4. Work with landowners and tenants to invest in properties to improve the physical appearance of buildings and enhance the surrounding public realm. 	 	 	 	<p>4 8 9</p> <p>8</p> <p>1 5 6 7 9</p> <p>6 8</p>

Action Plan: Core Functions

Priority	Target(s)	Action / Intervention	Short (1-3 yrs)	Medium (3- 5yrs)	Long (5-10 yrs)	Link to Key Principle(s)
<i>Public Services</i>	<p>§ Protect and enhance the existing public service offer.</p> <p>§ Improve the areas where the public service offer is outdated, to meet the needs of the expanding population.</p> <p>§ Continue to focus the critical mass of public services around the retail core to support core functions and promote activity in the district centre.</p>	1. Protect the critical mass of public services to the north of the retail core / The Precinct, including action to:		✓	✓	4 9
		2. Redevelop or refurbish Chorlton Library to bring it up to date and fit for the expanding population.			✓	4 6
		3. Redevelop or refurbish Chorlton Leisure centre to improve the existing Victorian facilities.			✓	4 6
		4. Redevelop or refurbish Oswald Road Primary School to provide modern services and an attractive offer which will encourage families in Chorlton.		✓	✓	4
		5. Redevelop or refurbish Chorlton Health Centre to make it fit for purpose.	✓	✓	4 6	
		6. Provide improved physical linkages between public services and the retail core.	✓	✓	1 2 3 4 6 7	
<i>Environment / Public Realm / Transport & Parking</i>	<p>§ Ensure the retail character of the district centre is preserved including the rich mix of character buildings.</p> <p>§ Improve the shopping environment of the district centre.</p> <p>§ Improve fragmented public realm along Barlow Moor Road.</p> <p>§ Replace and remove unsympathetic frontages and signage to improve appearance.</p> <p>§ Improve the car parking provision and environment.</p> <p>§ Improve the physical condition of buildings.</p> <p>§ Reduce traffic and congestion.</p> <p>§ Ensure street, pavements, footpaths, cycle paths and public transport facilities are well lit and well equipped, in line with the Manchester Strategy for Ageing (2010-2020).</p>	1. Invest in greening the built environment and screening of unsympathetic uses.		✓		6 9
		2. Invest in street furniture, benches and public art to enliven the public realm and encourage activity.		✓		6
		3. Improve district centre way finding and signage.	✓			6 7
		4. Create a new public space in a redeveloped Precinct to create a social space / meeting place.		✓		4 6 9
		5. Undertake cosmetic improvements to the streetscene, remove unsympathetic roller shutters, signage, introduce hanging baskets, invest in maintenance and street cleaning.	✓	✓	6	
		6. Introduce traffic calming measures and support sustainable modes of transport – particularly those connecting Metrolink.	✓		5 6 7 9	
		7. Improve access to the cycle network (Sustrans) and links existing routes.		✓	✓	7 9
		8. Revise car parking strategy with regard to free car parking initiatives as part of a redeveloped precinct.		✓		7 10

Action Plan: Core Functions

Priority	Target(s)	Action / Intervention	Short (1-3 yrs)	Medium (3- 5yrs)	Long (5-10 yrs)	Link to Key Principle(s)
<i>Promoting Sustainable Neighbourhoods</i>	<p>§ Retain the existing Public Service Offer.</p> <p>§ Improve the areas where the public service offer is outdated, to meet the needs of the expanding population.</p> <p>§ Create a critical mass of public services around the retail core to support core functions.</p> <p>§ Support the low carbon agenda and Manchester's 'Call to Action' / 'Green City' aspirations - encourage a low carbon approach for landlords and occupiers.</p>	<ol style="list-style-type: none"> 1. Realise the benefits of Metrolink as a public transport exchange and for linked trips. 2. Create a critical mass of shops in the district core to encourage linked trips and prevent travel to competing stores / centres. 3. Create a safe environment that promotes walking and cycling. 4. Review the opportunity for Chorlton to become a pilot area to test sustainability interventions such as green leases (between landlord/tenant). 5. Explore the potential to subsidise (tax / rate relief) providers of local produce. 6. Encourage tree planting / green spaces to improve permeability/SUDS and create a sustainable micro-climate. 7. Aspire for all new or refurbished buildings to achieve a rating of BREEAM: Excellent or higher. 		 	 	<p>5 7 9</p> <p>1 2 3 5 7 9</p> <p>6 7 9</p> <p>9</p> <p>3 9</p> <p>6 9</p> <p>9</p>
<i>District Centre Management</i>	<p>§ Facilitate a co-ordinated and pro-active approach to the management of Chorlton District Centre.</p> <p>§ Co-ordinate the publicity and marketing of local campaigns across the spectrum of local uses.</p> <p>§ Facilitate access to funding and resource opportunities.</p> <p>§ Provide a channel for additional services lines and enhanced delivery of services.</p> <p>§ Secure funding for environmental and transport improvements.</p>	<ol style="list-style-type: none"> 1. Set up a new management company/district centre partnership to provide stewardship. This should not be restricted retail, but include local businesses, community leaders, residents and culture partners to ensure support for a variety of interventions. 2. Encourage the exploration of alternative (temporary) uses to bring vacant units back in active use. Opportunity to provide community space to exchange ideas and hold events. 3. Establish a policy framework to enable an investment fund to be established for specific priorities for the district centre, such as public realm and public transport improvements, environmental and sustainability improvements, introduction of public art and shop front interventions. 4. Work with partners on a co-ordinated approach to turnover rents, short-term or easy out leases. 	 	 	 	<p>6 7 9 10</p> <p>4 6 9 10</p> <p>4 6 7 9 10</p> <p>1 2 3 8 10</p>

Action Plan: Distinctiveness

Priority	Target(s)	Action / Intervention	Short (1-3 yrs)	Medium (3- 5yrs)	Long (5-10 yrs)	Link to Key Principle(s)
<i>Independent Retail</i>	<p>§ Continue to support existing independent retail and improve the overall quality of the offer in Chorlton.</p> <p>§ Increase the footfall / amount of time people spend in the district centre and subsequently the amount they spend with independent retailers.</p> <p>§ Increase the appeal and awareness of Chorlton as a unique independent retail destination.</p> <p>§ Encourage new quality independent retailers to locate in Chorlton.</p> <p>§ Promote a balance of multiples and independents.</p>	1. Commission a study to analyse the independent retail market and take measures to stimulate it.	✓	✓	✓	3
		2. Seek to promote a balance of multiples and independents in order to create a level of footfall which will sustain all businesses in the centre.	✓	✓	✓	1 2 3 9
		3. Redevelop Chorlton Precinct and provide a new high quality, different brand, anchor, convenience retailing and modern units for independents to create a critical mass in the retail core.	✓	✓		1 2 3 9
		4. Improve the public realm and physical environment to attract more people to spend time in the District Centre.		✓	✓	6 7 9
		5. Encourage the arrival of high quality independent retailers to complement the existing offer.	✓	✓	✓	1 2 3
		6. Invest in a branding and marketing campaign to raise awareness of the Chorlton offer.	✓	✓		3 10
<i>Culture</i>	<p>§ Continue to support the range of festivals in Chorlton and attract new festivals where appropriate.</p> <p>§ Encourage new public space where people can safely meet and foster creativity.</p> <p>§ Ensure that small business premises are available for new the cultural offer (i.e. musicians, artists etc).</p> <p>§ Ensure that awareness of the festival offer in Chorlton is raised to maximise its potential.</p>	1. Provide event space for community uses (indoor and outdoor).	✓	✓	✓	6 7 9
		2. Improve the public realm to support social activity and create meeting places, i.e. seating.		✓	✓	4 6 9
		3. Promote and offer opportunities for flexible space for small business occupiers above existing units where possible.	✓	✓	✓	8
		4. Continue to invest in a branding and marketing campaign to raise awareness of the Chorlton offer.	✓	✓	✓	10

Action Plan: Accelerator

Priority	Target(s)	Action / Intervention	Short (1-3 yrs)	Medium (3- 5yrs)	Long (5-10 yrs)	Link to Key Principle(s)
<i>Metrolink</i>	<p>§ Maximise the benefits from the creation of a new Metrolink station in Chorlton.</p> <p>§ Ensure that Metrolink is truly linked into Chorlton District Core with safe and pedestrian friendly access between Core Functions and the public transport interchanges.</p> <p>§ Ensure that bus services and Metrolink are fully integrated to work towards the creation of a true transport interchange.</p>	<ol style="list-style-type: none"> Strengthen pedestrian links between the station, Morrisons supermarket and the district centre. Enhance the public realm between Metrolink and the retail core to encourage its use and the potential for linked trips. Ensure that the station is visually prominent; using prominent signage and way finding. Improve the quality of the shopping environment to the east of 'four banks' to create a draw for the District Centre and encourage Metrolink users to spend in Chorlton. Offer a critical mass of retail and employment services in the retail core to attract people to live, work and shop in Chorlton. Carry out a full evaluation in partnership with GMPTE of options to optimise the integration between Metrolink and the local bus system within Chorlton, including a full review of passenger waiting and information facilities, and develop a prioritised action plan for delivery across the medium-long term. 	<p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>1 5 6 7 9</p> <p>1 2 3 5 7 9</p> <p>5 7 9</p> <p>1 2 3 5 6 9</p> <p>1 2 3 4 5 9</p> <p>5 7 9</p>