

# MANCHESTER 2015

## UK-GBC CITY CONFERENCE SUMMARY REPORT



Manchester 2015

UK-GBC City Conference





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In January 2015, 100 delegates from businesses and organisations working in the built environment came together to participate in UK-GBC's inaugural 'City Conference'.

For Manchester, the conference came with the Council gearing up to deliver a new 10 year strategy, in the context of having negotiated greater devolved powers and with heightened ambitions on sustainability. While for UK-GBC, this signalled a new programme of work on cities, closer to the activities of members on the ground, and supporting the role that the UK's leading cities have to play in delivering a sustainable built environment.

The objectives of the conference were simple, but ambitious: to inform and influence the long-term sustainability vision for Manchester, and to test the application of that vision on neighbourhood scale development sites. In doing so, we also wanted to offer a great learning and networking experience for delegates. This short report represents a summary of the conference discussions and outputs.





# OPINION: KEY CONCLUSIONS AND REFLECTIONS



**John Alker**

Director of Policy & Communications, UK-GBC

The experience of working with colleagues in Manchester – private, public and third sector – reinforced to me what an exciting and vibrant place it is. I think our conference reflected that. There was a real energy and dynamism to a packed two days of workshops, site visits, panel discussions and networking.

This was an ambitious attempt to bring a wide range of stakeholders together to work collaboratively, which we were able to do through a partnership with the City Council and by drawing on the growing UK-GBC network in Manchester and the North West. The following is hardly exhaustive, but offers a few observations on themes running through the conference, and some key points to take away.

## 1) Manchester should be ambitious

Manchester has enjoyed a sustained period of economic growth, but faces competition with other global cities for talent and investment. The most successful cities will be truly sustainable cities – resilient, healthy and liveable. Manchester is a confident city, so in the face of this challenge it can and should be ambitious on sustainability. The forthcoming Manchester strategy presents an immediate opportunity to set the direction of travel and should have sustainability at its heart, but this is a long-term challenge and it will require further honest discussion about the role that sustainability plays in Manchester's future. Some really bold ideas emerged from the conference, such as rethinking the Mancunian Way as a car-free "greenway". Ideas such as this might seem inconceivable today, but radical shifts need to start somewhere, and could be trialled through small initiatives that pave the way.

## 2) Manchester-made solutions, collaboratively designed

The concept of place is at the heart of Manchester's success and the last thing Manchester wants or needs is someone else's solutions (e.g. "Shoreditch-ification" in Ruairidh Jackson of Argent's memorable words). Inspiration yes, but not imposition. The direction of travel on devolved powers offers huge potential. The city council should keep pushing central government to be able to use different taxes to incentivise positive environmental and social behaviours; while digital advances offer tremendous opportunities for new bottom-up governance models and community engagement – requiring collaboration between the council and other local stakeholders. The need for collaborative governance came across strongly, with a blurring between public, private and third sectors offering hope in light of ongoing public spending cuts.

## 3) Low carbon buildings – go further, faster

Manchester is by no means a laggard on energy efficient retrofit and low carbon energy, but it's not a leader yet either. There are big opportunities for fuel poverty reduction, local employment growth and carbon reductions – particularly by tackling the existing building stock. There are some great local examples of community-owned energy schemes and retrofit projects, but the challenge is making this the norm not the exception. The recent Knauf Local Authority Energy Index recommends a range of strategies for Manchester – both the Council, and the supply chain locally – to consider: <http://laenergyindex.co.uk/local-authorities/Manchester/>

## 4) From grey to green – the business case for nature

Satellite imagery demonstrates in stark terms what (particularly central) Manchester lacks in green infrastructure. Echoing Jon Lovell of Deloitte Real Estate, Manchester needs a massive programme of urban greening, on an unprecedented scale – streets, roofs, walls, and neglected spaces. The value of high quality green infrastructure – for health, wellbeing, resilience and community food production – was a key feature in many of the plans suggested for the sites we visited. Again, it requires a collaborative approach, with developers and construction clients having a particularly crucial role to play. UK-GBC's recent Task Group report provides some guidance: <http://www.ukgbc.org/GIReport>



## 5) People are at the heart of sustainable communities

Manchester has areas of high deprivation, with well-understood challenges around low skills, unemployment, ill-health and inequality. These issues are central, not separate, to the challenge of sustainability. The visions for thriving communities generated by our workshops placed huge value on low cost, low carbon transport to improve access to opportunities and improve the local environment; on digital connectivity to enable access to public services and build communities of interest; and on incentivising the construction and property sector to boost local supply chains and reclaim buildings and spaces for community-led projects. None of this is necessarily new for Manchester, it's about building on what's happening and backing the community leaders – such as those we met in Collyhurst – who are doing it. The challenge is to ensure that the benefits of growth are shared, and that gentrification – which simply shunts deprived communities elsewhere – is avoided.

Sir Robert Peel famously said: "What Manchester thinks today, the world does tomorrow". It's a well-worn quote, but can perhaps provide helpful inspiration for Manchester's vision of a sustainable city. I think there is an exciting future ahead.





# SUSTAINABILITY: THE BIG PICTURE

## INTRODUCTION

Manchester has been called the world's first modern industrial city: the "shock city of the age" in historian Asa Briggs' memorable words. Of course, in 1800 only 3% of the world's population lived in cities. Now, over half do.

What challenges do cities such as Manchester face today? Keynote speakers Jason Prior and Dan Hill opened the conference by considering this question, framing the discussions and workshops that followed in a global context.

### RESOURCES:

[Jason Prior presentation](#)

[Dan Hill presentation](#)



**Jason Prior**

Global Buildings and Places Leader,  
AECOM



**THE SPEED OF CHANGE IN MANCHESTER IS EXTRAORDINARY. MANCHESTER HAS GONE THROUGH ITS POST-INDUSTRIAL CYCLE AND EMERGED IN FINE SHAPE COMPARED TO ITS COMPETITORS.**

- Global competition is real. We need to remember that the people who want to invest in a city are looking out across a broad horizon.
- There is polarisation in cities in the developed world. Those cities that are lagging behind are finding it difficult to catch up.
- However, people are reanalysing what city success looks like. What are we trying to judge as truly sustainable city models? If you don't involve equality in your planning then you do not have a sustainable model.
- Environmental issues are also key for cities. We are seeing a refocusing of the issues that city governments are starting to look at.
- Most national governments are out of step with the condition of city economies. There is a more systematic approach of cities taking care of their environmental and social issues.
- Building resilience into long term city plans and creating broader sustainable models in long term plans is important. We are seeing more evidence on how the economic vitality of cities is linked to their ability to handle long term shocks, and investors are looking for stability.

- There is a "war on talent" in cities. Cities are positioning themselves for certain industries. Manchester performs well – 45th best for quality of life on global ranking, 29th best for students.
- Cities are becoming brands. They are increasingly partnering with their private sector investors and framing cities as wider assets to invest in. It's all about competitiveness. There is greater transparency for businesses and individuals to assess.
- City governments are at the forefront of solutions. They are arguably better positioned to meet the challenge because impacts are felt locally, not centrally.



**Dan Hill**

Director of Futures,  
Future Cities Catapult



**THE SMART CITY CONCEPT ALLOWS US TO UNDERSTAND CITIES IN NEW WAYS. WE CAN BEGIN TO SEE THROUGH THE INFRASTRUCTURE AND SEE HOW CITIES FORM IN REAL TIME – HOW PEOPLE MOVE, TRANSPORT MOVES, WATER MOVES – AS OPPOSED TO PREVIOUS SNAPSHOTS OF DATA.**

- However, cities aren't made to make buildings or infrastructure. We need them but they are not the point. Sometimes technology can become such a powerful driver, we lose sight of that.
- Technology driven decisions can be dangerous. The promise of technology can sometimes mean we make the wrong decision. Think of LA, which removed trams to make more room on the road for cars.
- The efficiency of a city is not the same as value. To quote Cedric Price "If technology is the answer, what's the question?"
- Start-up companies are changing the fabric of the city. E.g. Uber exploiting the redundancy of a car based city, or Airbnb challenging Hilton without building a single hotel.
- We need to ask what sort of city we want. "What is architecture if not a medium for conveying social effects?" to quote Rory Hyde.
- Why do people live or work in a city? These questions have become more important than technology. We need to ensure technologies are well considered, to create cities for people.



# THE VIEW FROM THE COUNCIL



**Sir Richard Leese**

Leader of Manchester City Council



**I LOOK FORWARD TO SEEING SOME OF THE OUTCOMES FROM THE CONFERENCE AND THE DIFFERENCES WE CAN MAKE TO MANCHESTER FROM THOSE OUTCOMES.**

## Sir Richard gave the keynote address on day one:

- Manchester is an ambitious city. We can talk about a future that is built on past and current success.
- The concept of place is at the heart of our success. Good amenities are at the heart of communities where people want to live and work.



- Our vision is absolutely an urban vision. Urban living is good. We have to challenge misconceptions and we have gone a long way towards achieving that in Manchester.
- It has been a 25 year journey which started in Hulme. What we have done in Hulme is transformed it from low density to high density, without abandoning the notion of greenness and public space. Hulme's population has tripled over the last 25 years and is still growing.
- Lessons from Hulme have been applied city wide. We have done this through better and more efficient use of space. We have created mixed use neighbourhoods.
- Underpinning a lot of development in recent years is our approach to climate change. Everything we do has to be underpinned by a recognition that we have to tackle climate change and reduce emissions, and that is about responsibility.
- We are going to struggle with our climate change action plan not necessarily because of failures within the city, but a large element of that climate change action plan did depend on the decarbonisation of the power supply and the actions of central Government.

- The real big challenge in terms of the built environment is the buildings we already have. We are struggling there. We have done some interesting things but not on the scale we need to be doing it if we are to make a real difference.
- Some of the tools have been watered down that we were going to use (such as the Green Deal). They are not going to have anything like the effect that they should have. Within social housing we continue to make an impact but not as much in the private sector.
- We need to recognise at the moment that there are challenges we need to rise to, and don't have the solutions that come straight off the shelf.
- There have been successes. The Town Hall and Central Library have both been refurbished and made far more energy efficient.
- If we are going to have dense sustainable urban living it needs to be supported by good transport infrastructure. Around 70 per cent of the workforce in the city centre arrive at work through walking, cycling or public transport, and that will increase.
- We have a joint partnership between the City Council and Homes and Community Agency. And using the resources available through the devolution deal we will create sustainable places where people want to live but where they have high quality of life and contribute to a low carbon future.
- Cities are essentially about people and not the buildings and spaces they occupy. Once you start thinking about cities as people, you start thinking about cities as an organism. Until about 25 years ago Manchester was declining. It's been growing since and more healthily. What I really look forward to coming out of your conference is making sure we are able to keep Manchester as a healthy and growing city.

## RESOURCE:

[Video of Sir Richard Leese speech](#)



**Sir Howard Bernstein**

Chief Executive,  
Manchester City Council



**YOU CANNOT DELIVER...SUSTAINABILITY WHICH WE ALL KNOW IS VERY IMPORTANT SIMPLY BY USING CENTRALISED DELIVERY MODELS AT A NATIONAL LEVEL.**

## Sir Howard addressed delegates at the conference dinner.

"Centralisation does not work – the reason it does not work is because all the difficult stuff is incapable of being resolved at a national level."

"The environment is an integral part of everything we do. It has to transcend all we do as a city."







## Jessica Bowles

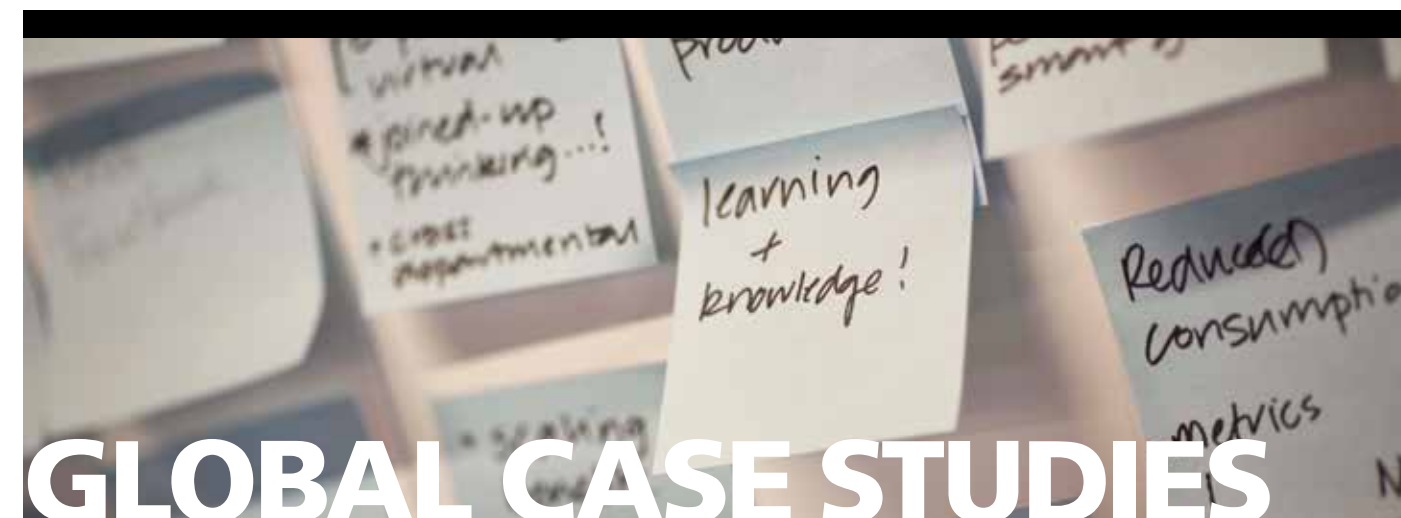
Head of City Policy, Partnerships and Research, Manchester City Council

Jessica gave an overview of key trends and introduced plans for the new 10 year strategy:

**“ WE WANT TO POSITION MANCHESTER AS A WORLD CLASS CITY – WHAT DO WE NEED TO DO TO ACHIEVE THAT? ”**

- We are updating Manchester's strategy which was developed in 2006. This is being overseen by the Manchester Leaders Forum – 40 leaders across the city, chaired by Sir Richard Leese.
- We've seen significant change over the last 10 years – capital investment in the city centre, transport infrastructure, commercial development in the Airport and in neighbourhoods.
- Manchester's population is growing fast – the 2011 census showed that in 10 years to that date there was a 19 per cent growth in population making it the fast growing city in the UK.
- Most of the population is young and employed.
- Manchester has the largest education campus in Europe (100,000 students in Greater Manchester). 20,000 people graduate from the city's universities every year – a massive resource for the city. Inner city schools are improving.
- But there are still significant challenges.
- There are areas of deprivation suffering from the effects of post-industrial decline. In 2010 Manchester was the 4th most deprived local authority in the area using the indices model of deprivation.
- There are issues of unemployment and low skills in those areas – over 50,000 people are long term unemployed in the city, 40 per cent of children are living in poverty and 40 per cent of children aged 10-11 years old are overweight (6 per cent above the natural average).
- Manchester needs to reduce inequality and get more of its local population into good jobs.
- It weathered the economic storm well.
- Population will continue to grow by 3-4 per cent in the next decade, driven by an attraction to jobs, by immigration and by student numbers.
- Manchester's private rented sector has grown strongly and is of good quality.
- The pattern of travel has changed into the city centre, with more people are using public transport, cycling or walking – 73 per cent of peak time commuting is by these three forms.
- Carbon emissions per capita is reducing.
- Over 60 per cent of people in Didsbury go to university, but there are wards where only 6 per cent of children go to university – a stark indicator of inequality.
- A positive story is that life expectancy of people in the city is increasing. But it is still far from the national average. Manchester has the lowest life expectancy for women and second lowest for men of any local authority in the country. And terrible outcomes in relation to cancer, heart disease and stroke.

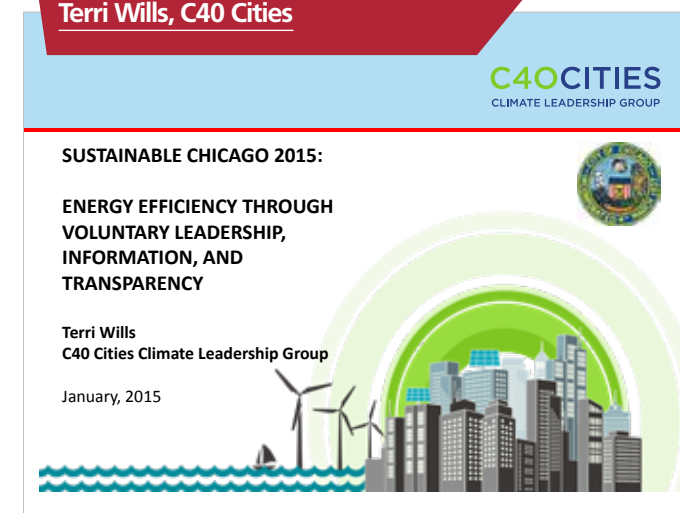
**RESOURCE:**  
[Jessica Bowles presentation](#)



We were grateful for the input of several leading practitioners on sustainable cities. A selection of resources are available from their contributions:

### RESOURCE:

[Commercial retrofit in Chicago: C40](#)  
[Terri Wills, C40 Cities](#)



### RESOURCE:

[Cheonggyecheon Stream Restoration Project](#)  
[Dan Epstein, Useful Simple Projects](#)



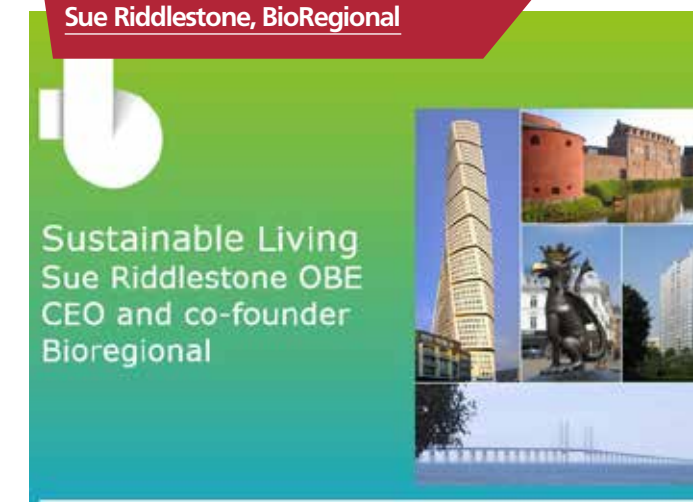
### RESOURCE:

[Governance in Portland: EcoDistricts](#)  
[Adam Beck, EcoDistricts](#)



### RESOURCE:

[One Planet Living and Malmö](#)  
[Sue Riddlestone, BioRegional](#)





# DEVELOPING A VISION FOR A SUSTAINABLE MANCHESTER

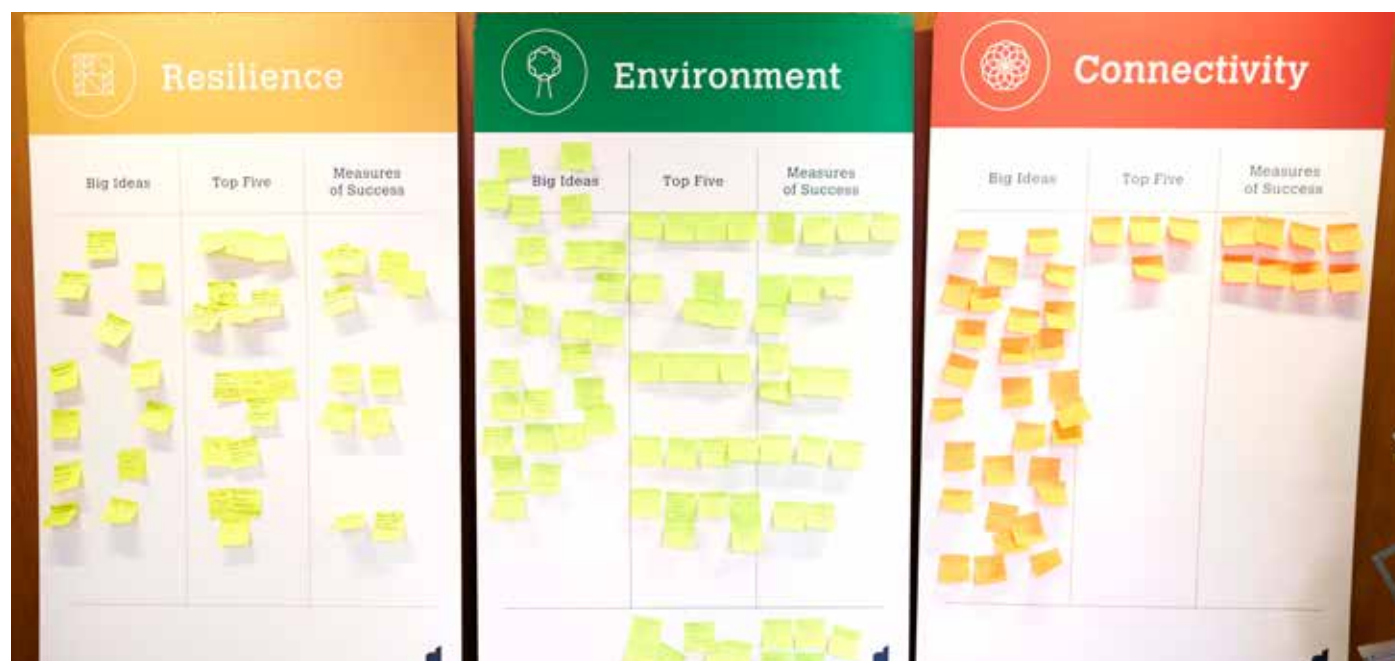
## INTRODUCTION

A vision for a sustainable Manchester should be based on a true “triple bottom line” approach: environment, society and economy. It should not be about trade-offs or balances, but mutually reinforcing objectives and strategies.

The vision workshop at the conference, and the outputs presented here, followed a sustainability framework that has eight core themes, providing a holistic lens through which to view Manchester’s challenges and opportunities.

Each of the eight sections begins with an overview from a local expert, each of whom presented to the conference and helped to facilitate the vision workshop. Each section also contains the most popular ideas that came from the workshop discussions, together with proposed measures of success.

We do not pretend that this high level summary represents a comprehensive blueprint, but we hope it raises some challenges, demonstrates a sense of ambition and provides a steer on key areas for further consideration – by public, private and third sectors locally.



## 1 RESOURCES

### LOCAL EXPERT

Todd Holden, Director for Low Carbon, Manchester Growth Company

### INTRODUCTION

The pace of global resource consumption threatens to outstrip the capacity of the planet to supply. Security of the supply of fuel, certain rare earth materials and food stocks is increasingly a concern when coupled with geopolitical risks and climate change. A city that conserves resources and ensures that they are responsibly managed will be better placed in the long-term.

### CHALLENGES/OPPORTUNITIES FOR MANCHESTER

- We need to change our approach to resources – they are finite and we’re using them too quickly.
- Manchester is beginning to understand this, particularly around energy – with a focus on affordable, secure and low-carbon energy.
- Manchester has an emissions reduction target of 41 per cent by 2020 – but it needs to go beyond this by empowering citizens to help decarbonise.
- But we also need to think beyond carbon.
- Manchester is part of a linear economy – the resources it consumes cannot be provided by its geographic footprint – but it can manage, reuse and recover these resources.
- Designing buildings more effectively to get greater value out of each asset we create, will contribute to Manchester’s resource security.
- The life of existing buildings must be extended, waste should be designed out from the offset, and infrastructure to allow communities to find solutions should be created.
- Manchester must gain control of its energy future.

### WORKSHOP IDEAS

- Create an ethical, non-profit energy company covering a wide range of areas from generation, distribution and supply of low carbon energy and heat. The ESCo would also look at energy efficiency of building fabric and equipment, and promote community energy schemes with opportunities to invest in them.
- Ensure there is an integrated approach to food production and supply with a system that avoids food waste, redistributes food that could otherwise have been thrown away to those most in need, encourages local production and educates the public to prevent waste of edible food.
- Create mechanisms to support a sharing economy such as a platform to encourage “smart sharing” of resources from tools to spaces on driveways, or a material exchange for people who no longer need certain resources.
- Use new collaboration platforms that allow community interventions and more informed decisions on areas such as energy generation.

### MEASURES OF SUCCESS

- Number or people engaged in community production activity.
- Amount of local food produced, and amount of food procured privately and through public sector. Amount of seasonal food sold.
- Reduction in carbon, reduction in fuel poverty and number of people in community schemes.
- Amount of resources being shared, reduction in resources being purchased and consumed.

## 2 ENVIRONMENT

### LOCAL EXPERT

Steve Merridew, Environmental Design Director and Head of Sustainability, BDP

### INTRODUCTION

Cities are often renowned as dirty, noisy places at the detriment to ecological systems. Enhancing the quality and provision of the natural environment in cities not only helps to encourage ecology and wildlife, but has many knock on benefits and improvements in air and water quality, microclimate control, and the health and wellbeing of city residents.

### CHALLENGES/OPPORTUNITIES FOR MANCHESTER

- Manchester is densely populated and doesn't necessarily lend itself to the creation of large green spaces.
- But beyond the centre, Manchester is a green city in terms of infrastructure – 30 per cent can be classed as green infrastructure (such as its river valleys, canals, parks and open spaces) and 28 per cent as private gardens.
- The real issue is about the quality and functionality of these assets, and the challenge of how we think differently about them.
- Manchester needs to demonstrate how high quality, accessible, well-maintained green infrastructure is an asset to the city, but this is difficult in the current climate of public sector funding cuts.
- There is clear socio-economic evidence that green infrastructure has many benefits including reduced healthcare costs, improved wellbeing and an attraction for tourists.
- Green infrastructure should not therefore be considered as something separate or a facet of sustainability, but a key part of good civic planning.
- In Manchester green infrastructure should be a real source of collective aspiration.

### WORKSHOP IDEAS

- Encourage and foster personal responsibility through environmental responsibility initiatives for citizens, giving people a stake in their immediate local environment and creating a network for volunteers to deliver projects.
- Introduce clean air initiatives and green transport in the city centre such as a pilot green zone for low emissions transport and buildings, or green travel plans for businesses.
- Make Manchester the greenest city in Europe – considering quality and accessibility. Ideas include animation strategies for parks at night time and pilot schemes on valuing natural capital.
- Introduce a zero waste to landfill policy and new resource management infrastructure.
- Use planning policy to encourage or mandate multi-functional green infrastructure such as green spaces or green roofs.

### MEASURES OF SUCCESS

- The number of community management schemes (surveyed every five years).
- Zero transport emissions in the city centre by 2025, improved health and life expectancy, all wards meeting EU standards on air quality.
- Manchester wins "Greenest City" award, 100,000 trees are planted, green space is accessible to all within 10 minutes walk, cycle or public transport.
- Zero waste to landfill by 2025.
- All new developments have multi-functional green infrastructure.

## 3 CONNECTIVITY

### LOCAL EXPERT

Nicola Kane, Transport Strategy Manager, Transport for Greater Manchester

### INTRODUCTION

Connected cities are important for exchanging ideas and attracting inward investment. Excellent transport and communication networks that allow the easy and rapid transfer of people, information and goods – both within and outside of city boundaries – are increasingly important to the success of cities.

### CHALLENGES/OPPORTUNITIES FOR MANCHESTER

- Transport will be critical to Manchester's future success – for the growth of its economy, in tackling inequality and reducing environmental pressure.
- Pre-1996 there were 1,000 people living in a city centre dominated by cars, with limited cycling or walking infrastructure. This has been transformed – the city centre is now thriving, has attractive public places, improved public transport and cycling infrastructure.
- Manchester expects to get HS2 – improving connectivity to other cities and opening up investment opportunities.
- There is a need to improve integration of the public transport network, making it more affordable and easier to access.
- Manchester has a vision of becoming a cycling city – a need to improve infrastructure and changing social norms.
- How can transport infrastructure be used in a targeted way on a macro and local level?
- How can we create urban forms that are dense, compact and mixed use that enable us to provide good quality public transport that are also walkable and cyclable?
- How do we create places not around cars, but people?

### WORKSHOP IDEAS

- Introduce segregated cycling routes around strategic points and traffic hotspots, and improve integration of green infrastructure – with better facilities (e.g secure storage/showers) at workplaces.
- Develop rewards scheme for sustainable travel behaviour – linked to travel smartcard.
- Support development of a "sharing economy" by encouraging more car/bike sharing: create a public car sharing app based on smart data – using the model of taxi app Uber.
- Set up a "Journey Planner" style website or smart phone app for Manchester, to provide commuters and travellers with up to date/real time info on public transport routes/disruption.
- Manchester City Council or Transport for Greater Manchester could trial/pilot working from home schemes or encourage working from outer city hubs to reduce peak hour congestion on the transport network and a move away from a 9-5 working culture.
- Reallocate roadspace to public transport and cycling/walking.
- Develop more joined up approach to public health and active travel promotion.
- Reduce need to travel through superfast broadband roll-out and higher density development.
- Link walking and cycling infrastructure with green infrastructure development.
- Develop urban freight consolidation centres with cycle deliveries within city centre.

### MEASURES OF SUCCESS

- Aim for Manchester to be a leading zero carbon city and a smart city.
- No private vehicles within Manchester City Centre (within Inner Relief Road) by X date.
- No deaths on Manchester's roads.
- Fully integrated green infrastructure.
- Quicker and cheaper public transport.
- Target for percentage of population cycling.



## 4 ECONOMY

### LOCAL EXPERT

Neil McInroy, Chief Executive, Centre for Local Economic Strategies

### INTRODUCTION

A healthy and diverse economy is vital to ensure that all residents share in the wealth of a city. Cities are increasingly competing on an international level to attract the talent and skills necessary to create a thriving economy. But how do cities continue to create opportunities for growth, build a strong knowledge and skills base and improve on past economic performance, whilst ensuring all citizens benefit from this and remain vigilant to external shocks?

### CHALLENGES/OPPORTUNITIES FOR MANCHESTER

- Manchester has enjoyed considerable economic success compared to other cities.
- However, it must not be blinded by recent success with so called “boom goggles” – it needs to confront certain social realities.
- There are residents who do not enjoy the fruits of economic success – a city of “haves and have-nots” with real poverty.
- Manchester should aim to be a beacon of UK and global economic success and redefine that success with economic and social justice for all.
- Wealth should “funnel down” not “trickle down” so it reaches local people.
- Manchester’s economy must connect with people and individual places, not just the city centre.
- Boosting local employment and supply chains, and creating social enterprise zones to encourage entrepreneurship, are key to unlocking more diverse economic growth.

### WORKSHOP IDEAS

- Change Manchester’s economic philosophy so that all city decisions take a triple bottom line approach (environmental, social and economic).
- Maximise the opportunity of devolution to ensure long term fiscal powers for Manchester, including more control over taxation, welfare allocations and Stamp Duty exemptions.
- Take an integrated approach to education and economic growth to ensure lifelong learning for all and future proofing of Manchester’s skillset.
- Provide entrepreneurial support to start-ups and SMEs through incentives and tax breaks, and create allocated enterprise areas to promote people creating their own jobs.

### MEASURES OF SUCCESS

- Lift 55,000 people out of poverty/hardship.
- Measured social improvement (using metrics such as happiness and wellbeing, jobs created) and environmental impact (e.g. resource efficiency).
- % of Manchester locals economically active.
- % increase in local spend.
- % increase in grads staying in Manchester for more than 10 years.
- % of locals (i.e. non grads) being posted in new jobs.

## 5 GOVERNANCE

### LOCAL EXPERT

Jessica Bowles, Head of City Policy, Partnerships and Research, Manchester City Council

### INTRODUCTION

The trend of increased devolution and elected Mayors with greater powers in UK cities presents a real opportunity to capitalise on regional decision making. Yet cities are also constrained by significant cuts in public spending and will have to find innovative ways to deliver sustainable services for residents.

### CHALLENGES/OPPORTUNITIES FOR MANCHESTER

- Manchester can benefit from the changing relationships between Central Government and cities, with its devolution agreement a major part of this.
- Cities were built on civic leadership and partnerships with industry – city governance has shaped Manchester’s growth in the past and will do in the future.
- Manchester is practical, self-sufficient and ambitious – it created its own £2bn transport investment fund with mostly local money, created local authority companies, and transformed the way EU funding is used.
- An elected Mayor will not be like the London model – it builds on Manchester’s characteristics and strengths and will be part of the existing combined authority.
- The Mayor is a real opportunity for self-determination, local decision making and creating the right decisions for Manchester that cannot be taken by Central Government.

### WORKSHOP IDEAS

- Promote a “digital democracy” using shared, bottom-up online platform(s) (using social media, etc) to drive community engagement in decision making or crowdsourcing priorities for the new Mayor.
- Use transparent data. For example open, comparable data on building and infrastructure performance to enable business-led and community-led solutions, or real time data (for example on air quality) to engage citizens in decisions affecting everyone.
- Create local, trusted, engagement champions to promote community involvement in democracy and community-led initiatives and programmes, and Greater Manchester wide ambassadors promoting the city at national and international level.
- Reframe the marketing of Manchester. Using inspiration from “Manchester Made” of the past – “to Manchester Led” in the future. Be honest about the challenges the city faces, but ambitious in the targets and vision set.
- Control and use taxes more effectively to retain revenues and incentivise behaviours (such as sustainable behaviour), and be more open and transparent to drive engagement, e.g. Council Tax spending.

### MEASURES OF SUCCESS

- Number of community-led initiatives coming forward, decisions made digitally and breadth of socio-economic groups engaged.
- Real time displays of transparent data in the city.
- Manchester to become a C40 city and be held up as a best practice case study.



## 6 COMMUNITY

### LOCAL EXPERT

Greig Lees, Head of Regeneration, Northwards Housing

### INTRODUCTION

Communities lie at the heart of cities, and successful communities help to support the health, wealth, wellbeing and happiness of residents. But what makes a successful community? Issues around quality of life, the affordability and standards of housing, local employment opportunities, tolerance and inclusion, safety and crime, all need to be addressed in order to create communities with a strong sense of social cohesion and equality.

### CHALLENGES/OPPORTUNITIES FOR MANCHESTER

- Some areas of Manchester are still suffering with the legacy of de-industrialisation.
- How does Manchester close the gap between its best and worst performing communities?
- There are many opportunities for regeneration in Manchester – but how can this create the conditions for growth, services, housing in the face of public subsidy cuts?
- How can communities be effectively engaged on regeneration?
- Manchester is diverse, and questions remain as to how communities are integrated to feel safe and able to participate as populations continue to grow.
- Manchester has been successful in securing investment in new schools and academies –and there is an opportunity to educate and create skills for adults as well as children.
- A key challenge for Manchester is how to attract talent from those furthest away from the job market.

### WORKSHOP IDEAS

- Create new community centres and gardens from disused buildings or reclaimed spaces which will focus on initiatives such as equipping local people with skills, food growing, waste recycling – and reinvest the revenues in community wellbeing.
- Devolve public spending on health, education and social projects, and create neighbourhood forums and street leaders, with appropriate rights and responsibilities.
- Bridge the skills divide through a series of initiatives such as “business connectors”, community pay back clauses in contracts, upskilling and business investment in local training.
- Mix communities of different cultures, generations, tenures and mixed use buildings to eradicate inequality between communities.

### MEASURES OF SUCCESS

- Jobs created, reduction in disused spaces, increase in people who visit or use community facilities.
- Health metrics, increase in people voting, reduction in fuel poverty, recycling savings as investment in community.
- Number of people employed locally, education/attainment statistics.
- Car miles reduced, de ghetto-isation of Manchester.

## 7 PLACE

### LOCAL EXPERT

Ruairidh Jackson, Senior Projects Director, Argent

### INTRODUCTION

Creating a physical environment that enriches people’s lives, engenders civic pride and creates a distinctive identity is an important component of any city’s future success. There are a number of key considerations on how to best build a sense of place, such as the quality and provision of housing and public spaces, accessibility and inclusivity, availability of cultural facilities and programmes, and the heritage and brand of the city.

### CHALLENGES/OPPORTUNITIES FOR MANCHESTER

- Is the concept of “placemaking” – as a means of improving areas or making them better – dangerous? It assumes our view today is better than the past.
- What is the purpose of large public spaces such as Manchester’s Piccadilly? To provide citizens with a sense of community, identity and collaborative endeavour or to push them closer to retail units?
- Manchester is busy city and we need to consider space that offers calm and quiet.
- Are we seeing the “Shoreditchification” of areas in Manchester such as the Northern Quarter, and do these places need protecting from that?
- What is the specific relationship to context when artisan pop-up markets and street food stalls are known in other parts of the city as markets and takeaways?
- Should we encourage “authentic” places in Manchester and what exactly does that mean – places that reflect the character of the past or who we are?
- Do places need to be interesting to succeed?
- Cities are not just about grand civic spaces – the engine of cities is what happens in the backstreets and cut-throughs – do we want to make these more glamorous?

### WORKSHOP IDEAS

- Mixed-Use City, removing zoning and redirecting it in a more agile manner.
- Prototyping City, drawing in talent and managing risk.
- Integrated infrastructural systems (connecting green, blue infrastructures to the city’s networks), with every new development having sustainable drainage implementation.
- New Community Hubs, literal architecture for cohesion and sustainable communities.
- True engagement – not just asking but doing. A new emphasis on process.

### MEASURES OF SUCCESS

- Change to zoning policy and planning, removing/redirecting zoning in a more agile manner.
- Mainstream adoption of ideas, draw in talent and manage risk of innovation and failure effectively.
- Healthier residents.
- Improved well being.
- Reduced CO<sub>2</sub>.
- Diversity of represented groups.



## 8 RESILIENCE

### LOCAL EXPERT

Jon Lovell, Global Sustainability Lead, Deloitte Real Estate

### INTRODUCTION

A changing climate, shifts in urban populations and an ageing society are just some of the key trends already having an impact on cities around the world. Those cities that are resilient to global, national and regional shocks and that can adapt to both short and long-term change will find themselves in the best position.

### CHALLENGES/OPPORTUNITIES FOR MANCHESTER

- A city's resilience is its adaptive capacity in the face of risk – exposure and vulnerability to various hazards of global and local change.
- Manchester's resilience to the IRA bomb in 1996 has become a defining feature of its contemporary history.
- Manchester has also responded well to the economic downturn and embraced it as an opportunity to redefine its relationship with central Government by securing new local autonomy.
- Manchester is a UN global role model for resilience.
- Manchester possess many of the characterises associated with city resilience such as long and stable leadership, institutional strengths, spirit and “can-do positivity”
- But its infrastructure (particularly its green infrastructure) is not fit for today or tomorrow.
- Manchester has the potential to build greater adaptive capacity into its urban system and become a literal “green city” but needs a large programme of urban greening.

### WORKSHOP IDEAS

- Develop a series of local resilience plans which outline local risks to shocks and stresses, and set out the responses required at individual, community and governance levels, as well as explaining the benefits of providing this resilience.
- Establish risk observatory providing an ongoing and overarching analysis of risks to the city including different initiatives such as supply chain analysis for the business continuity or labour force mobility resilience for commuters.
- Create a community skills sharing network that allows sharing of skills and offers multifunctional flexible community centres with a number of functions.
- Set up a holistic ‘Green Deal’ style mechanism for retrofit that understands the right scales of retrofit on a house/plot, street, neighbourhood basis, and uses economies of scale from community action (collective buying of insurance, group investments and community ownerships).

### MEASURES OF SUCCESS

- Resilience plans embedded in planning and community strategies.
- Reduce skills shortage.
- Savings from preventing failure.

## IMPLEMENTING THE VISION ON THE GROUND

Day two of the conference was all about practical application of the vision, using three separate and distinct sites in the city as ‘test-beds’, and beginning with site visits.

Although the workshops that followed were a theoretical exercise, the very real project teams associated with the sites all took part. Whether clients, architects, housing providers or council officials, all were engaged and open to the suggestions and recommendations that were produced.

On the day there were two working groups per site. For ease, the outputs from those groups have been merged for each of the sites.



## THE SITES

### Mayfield

Mayfield is a city centre site, next to Manchester Piccadilly station. The dilapidated former home of Manchester Mayfield Station, which closed to passengers on 28 August 1960, part of the site was used as a parcel depot into the 1980s. LCR, a Government-owned company, owns the site. It is currently at concept masterplan phase, which has been designed by Bennetts Associates Architects. The 6.2 acre site is bound by Fairfield Street at the north (a busy city road that connects east-west), the Mancunian Way at the south, university student accommodation to the west and railway arches to the east. The site is bisected by the River Medlock, much of which is culverted and hidden from view.

### New Islington

New Islington is predominantly a brownfield site located immediately north-east of Manchester city centre, and is part of an area called Ancoats. Urban Splash was appointed as lead developer for the site in 2001, and outline planning permission for the masterplan has been received. Development halted with the 2008-13 recession. New Islington sits on a network of canals that once supported industrial activity. The area has been a long-standing regeneration priority for the City Council. A retail park located at the west of the site is currently a barrier to permeability through to the city centre.

### Collyhurst Village

Collyhurst Village is part of Collyhurst, an area located less than two miles north-east of Manchester city centre. Collyhurst is one of the most deprived areas in England (based on Indices of Multiple Deprivation data). It has been identified as a priority area for regeneration by Manchester City Council, to help meet housing needs and to improve quality of life for existing residents. Collyhurst Village is characterised by low density council-owned housing, and is adjacent to the River Irk Valley.



# OPINION: “MANCHESTER – A PLACE IN TIME”

## SOME LOCAL INSIGHTS



**Nick Dunn**

Professor of Urban Design,  
Lancaster University

Following on from the numerous exciting big visions set out here, it is fundamental that we remind ourselves that, like any other city, Manchester is a real place and has a responsibility to its inhabitants. Cities are not without history, spatiality nor are they homogenous. Therefore, I would like to go under the skin a little bit with regard to each of the three proposed development sites so that you can understand and appreciate their various tone, local colour and detail, some of the nuances of which tend to lie outside of those descriptions labelled desirable or even sustainable. The question I would like to raise here is not so much *what* is Manchester, but *when* is it?

Let's look first to Mayfield. On a Saturday night the area around the Star & Garter pub becomes animated by indie kids spilling into and out of Manchester's longest running independent music night. Curiously, arrive here on a couple of occasions throughout the year and you will see be-quiffed individuals of all shapes, sizes, ages and ethnicities in homage to Steven Patrick Morrissey, one of the city's most famous sons at the longstanding Smiths Tribute Night. At other times rivulets of red light activity flow through the surrounding back streets and behind Piccadilly Station. The Mayfield Depot looms large here, briefly ignited into being during the Manchester International Festival in 2013, embers of potential longer-term development quickly extinguished by local residents over concerns of noise pollution.

Moving slightly north we reach New Islington, a partially developed area breathed some new life via Will Allsop's big handprint, though in some areas the future is still yet to arrive as the school and other key buildings remain undeveloped. The Cardroom Estate's replacement via FAT as a Millennium Community, has divided and displaced a tightly-knit group. But perhaps the most significant barrier beyond the busy Great Ancoats Street is perceptual, with newer settlers of students and young professionals

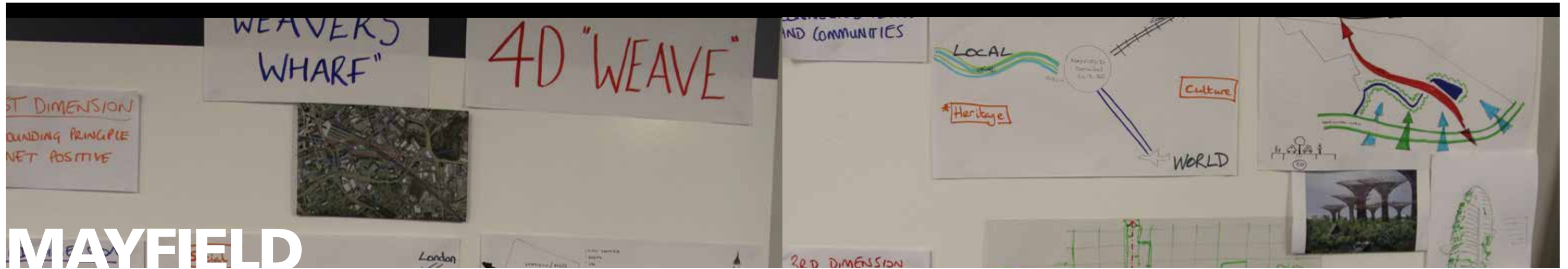
boltholing between dwelling and the city centre. The opportunities of the basin and canals are somewhat compromised by the tired retail park offer that shoulders into the area.

Up Rochdale Road a mile or so from the city centre and we arrive at our final site, Collyhurst Village. Sited by the Irk Valley, an area with considerable natural capital the equivalent of which is highly prized in other suburbs of Manchester, Collyhurst's fortunes have been mixed to say the least. The Electric Circus on Collyhurst Street played host to local luminaries The Buzzcocks and Slaughter & the Dogs as well as The Clash on their White Riot Tour before closing in 1977. Recent regeneration of the three sisters tower blocks have developed a complex relationship with existing residents, meanwhile serious social deprivation statistics belie some difficult living conditions.

Cities are people who form various communities that in turn make places. Understanding who they are, what they are doing, why and when is critical.







# MAYFIELD

## Vision

Mayfield should be a site of strategic significance, with unrivalled location and connectivity – locally, nationally and internationally – which catalyses economic success going forward.

A business hub, but also a destination in its own right, Mayfield should serve the city and its citizens as a place of cultural and leisure activity. Mayfield's fantastic public spaces and amenities, with a strong link to history and heritage, rub shoulders with bleeding edge, iconic, high-rise green design.

## Big ideas

### A 'net positive' destination

- Mayfield should not lead to relocation of existing economic and social activity, but bring new activity to the city. It should be an "anti-campus" model – outward, not inward looking.
- The 'central basin' should be a destination for public events, community activity, culture and leisure. An attractive physical environment should make full use of an enhanced River Medlock with attractive water features which also serve to encourage people to the site.
- Arches should be preserved and turned into arts and culture destination, unlocking value.
- Ambitious targets on carbon, energy, water, waste and biodiversity design. Weir could be used for hydro-electricity.



## Connectivity

- Maximise the site's good rail connections, with the Northern Hub coming forward, HS2 and connectivity to airport.
- Must increase permeability with Ardwick – breaking down the barrier of the Mancunian way through bridging, cycle ways, tramways, a central reservation and more green space.
- Long-term vision should be for a pedestrianised, greened Mancunian Way becoming a High Line for Manchester. Cannot happen immediately, but Mayfield should act as a catalyst for that change.

## Vertical design

- Great potential for very high density and very tall, iconic development – especially near Piccadilly station.

- Mixed use – office, retail, leisure, residential – but genuinely multi-functional, not just traditional vertical split. Encourage biodiversity and vertical farming.

## History and heritage

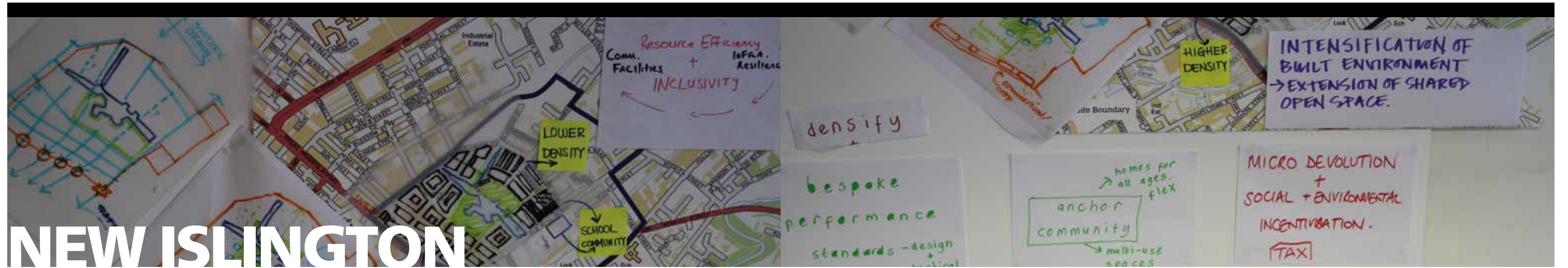
- In addition to use of arches and river (above) the old railway buffers are integrated into public space and Star & Garter pub preserved.

## Delivery

- Needs a clear vision with collaboration between the Council and key stakeholders, Network Rail and the community. All should work together to create certainty for the market.







# NEW ISLINGTON

## Vision

New Islington, renamed New Ancoats, should be a model of sustainable inner city living. It should have great physical connections to the Northern Quarter and city centre, and the wider Ancoats area with its historical legacy and recent regeneration.

One of the greenest, and particularly bluest, areas of the city, the canal and greenway network should provide great amenity value and permeability. The area should be at the cutting edge of residential design – low carbon and adaptable to suit a wide generational mix.

Digitally as well as physically connected, strong community spirit is supported by a village hall style community hub, co-operatives and innovative incentives to participate in community life.



## Big ideas

### Re-branding

- Rename the area New Ancoats, to invite connection to the wider area, both current day and historical. Also loses the connotation of New Islington with the recent recession.

### Housing standards & resource use

- The canal could be used for a water-source heat pump providing a basis for a local heat network.
- An area-wide design code could encourage low carbon, sustainable design: energy efficient, such as Passivhaus, rooftop PV and green/edible roofs (which support food growing and food co-ops).
- Area-wide plastics recycling supports 3D printing in Chips building.
- Mix of lower and higher density housing, with a variety of design types and flexible/adaptable homes for all ages.

### Amenities

- Bring the attraction of village-living into the heart of Manchester, to stem the tide of families moving out to Cheshire.
- Community Hub in style of village hall – with exercise classes, kids parties, and education programmes (linking to Fab Lab in Chips building).
- Local app with community hub activities, public transport and energy use, supporting a new model of digitally enabled community living.

### Re-imagined retail

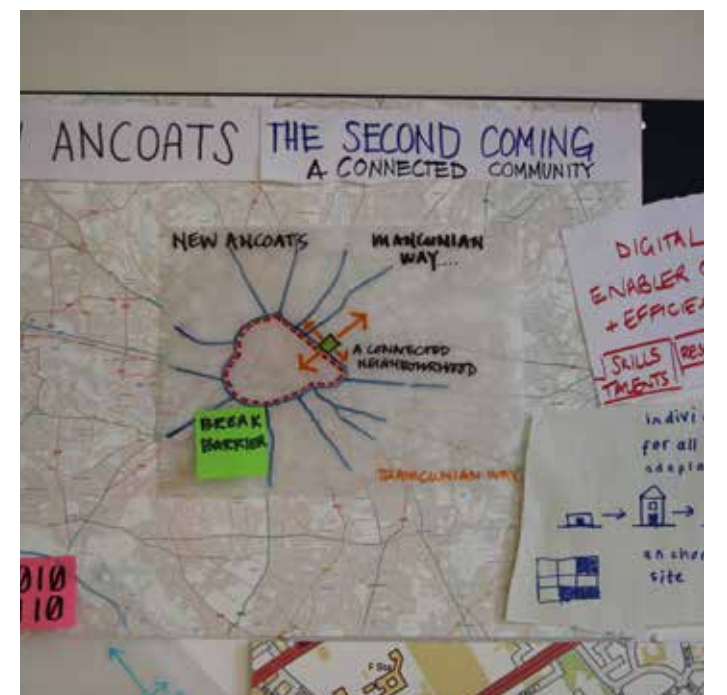
- Demolish the unsightly retail buildings that provide a blockage to permeability of the site and access to/from the city centre.
- Encourage smaller, independent retail.

## Greenways and connectivity

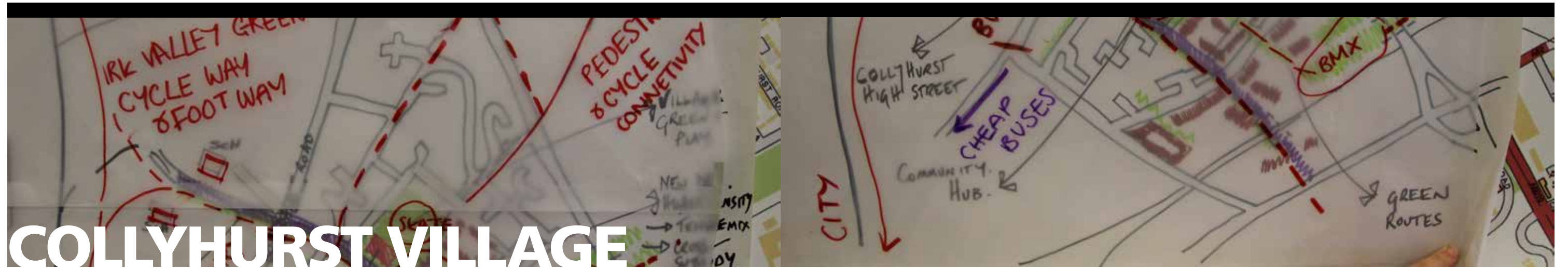
- Build out from the park that has been established to create a wide-spread green and blue network, which act as veins going through the heart of the community into the rest of the site and city.
- Build a pedestrian and cycle-oriented link through from Northern Quarter to the Metro Station in the South and support the vision for long-term re-commissioning of the Mancunian Way to the “Tramcunian Way”.
- Move the school currently in the masterplan to the northern side of the site in order to connect the existing community there to the centre of the site.

## Governance

- Single elected local represented to the City Council.
- Micro-devolution on a planned scale, with a degree of social and environmental incentivisation. Reductions in Council Tax to support positive behaviour.







# COLLYHURST VILLAGE

## Vision

Collyhurst should be an attractive, desirable and vibrant residential area on the outskirts of the city centre, making the most of great connections to the city centre and its economic activity and benefiting from the green space and natural environment of the Irk Valley.

Within this wider area, Collyhurst Village should be the distinct heart of the community. A modern urban village, with high density, inclusive living and a range of community-led services, businesses and initiatives, Collyhurst Village is at the forefront of a clear 'brand' – positioning the area as desirable, green and liveable.

Collyhurst should be a net economic contributor to the city, and be a trailblazer for bottom-up democracy, community-led initiatives and green urban living.

## Big ideas

### Housing

- There is an opportunity to expand the housing offering, with increased density and mixed tenure.
- New housing can cross-subsidise some of the community works.

### Connectivity

- Accessibility is a major issue. A new, pedestrian-oriented high street could bisect the village from east to west – connecting schools on the other side of Rochdale Road to the centre of Collyhurst Village.
- The tram should be brought into the centre of Collyhurst with a new metro stop.
- The area is perfect for a green network of cycle-ways and footpaths, linking the city centre to the Irk Valley and key sites in Collyhurst – including the new tram stop, the village centre, the schools and academy.
- The Rochdale Road is a physical barrier that needs to be tackled. It could be tunnelled in part, or bridged.

### Community amenities & local business

- A new community hub could provide a much needed 'village centre', with retail, healthcare, and services for business start ups.
- There is already small-scale community vegetable-growing. Grow the concept into Collyhurst Urban Farm – bringing the community together and providing a potential source of income from sales, rejuvenating the 'Made in Manchester' brand.
- A 'green hotel' on the back of the green corridor, cycle routes and urban farm.
- There is land available for a skate/BMX park for teenagers, which could attract families to the area for day-trips and provide a local service.

## Energy & finance

- There is already PV on roofs. Expand renewable energy to heat pumps and hydro in the Irk Valley, and benefit from FITs and RHI to create a community interest company, which invests a proportion of revenues back into community schemes and services.
- Potential for training and learning schemes off the back of the energy initiative. Not just on energy, but business and finance.

## Governance

- Minimise the number of wards, or create a single electoral area for Collyhurst, which can bridge current false divides.
- Crowd-source funding or raise revenue through ring-fenced taxes (in a devolved future) to pay Citizen Champions to represent the area and drive positive change.





## ACKNOWLEDGEMENTS

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**UK Green Building Council**  
The Building Centre  
26 Store Street  
London WC1E 7BT

T: +44 (0)20 7580 0623  
E: [info@ukgbc.org](mailto:info@ukgbc.org)  
W: [www.ukgbc.org](http://www.ukgbc.org)