



CORRIDOR

MANCHESTER

**STRATEGIC
VISION TO 2020**



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EXECUTIVE SUMMARY

Corridor Manchester is the first partnership of its kind in the UK. It brings together Manchester City Council, The University of Manchester, Manchester Metropolitan University and the Central Manchester University Hospitals NHS Foundation Trust to build on the partners' investments in the 243 hectare area - known as the Corridor - running south from St Peter's Square to Whitworth Park along Oxford Road, Manchester. The partnership is committed to generating further economic growth and investment in the knowledge economy for the benefit of the city region.



This document presents our ambitious vision for the future of the Corridor and outlines how we intend to achieve it and how we will measure our success.

The Corridor is home to a wealth of knowledge-intensive organisations and businesses. These operate in the areas of health (with particular concentrations of bio-medical, pharmaceuticals, clinical trials, medical devices and oncology-related healthcare), education, creative industries, financial services and information communication technologies.

We anticipate the value of capital investments will be more than £2.5 billion (mostly through private sector finance) as we move forward promoting the development of under-utilised land and buildings, and secure infrastructure improvements on the Corridor.

Our long term vision is that, globally and locally, people will recognise the Corridor as a place that is original, creative and smart, where knowledge is put to work.

43% of the activity is in knowledge-intensive sectors, which is much higher than the national (22%) and regional (21%) averages.

Today the Corridor generates £2.8 billion, which is 22.5% of the city's GVA.

55,000 people work on the Corridor, which is 18% of the city's workforce.

- **ORIGINAL** because the Corridor not only reflects the radical thinking so evident in the history of the area but is also a pioneer of future city design and growth.
- **CREATIVE** because we encourage and support people to take risks and experiment.
- **SMART** because it is a place of academic excellence and a physical expression of the knowledge economy - where intellect and experience feed a multiplicity of successful ventures.

Our vision is articulated across five themes:

- **SENSE OF PLACE** - The Corridor will be renowned for boldness, inspiration, originality, invention and the development of people, and of knowledge.
- **TRANSPORT** - We will be recognised as leaders in the promotion and implementation of green travel planning.
- **ENVIRONMENT AND INFRASTRUCTURE** - We will transform the physical environment and infrastructure of the Corridor.
- **RESEARCH AND INNOVATION** - The area will be nationally and internationally renowned for the strength of key knowledge sectors – bio and life sciences, healthcare, creative and digital industries, and medical devices.
- **EMPLOYMENT, BUSINESS AND SKILLS** - The Corridor will be a place of quality employment, skills training and education at all levels.

By 2020 the Corridor will generate £4.7 billion GVA and have a workforce of 77,000.

We recognise there are a range of projects and activities that will contribute to the achievement of the vision for the Corridor. These are a combination of:

- Our individual partner's development plans that can be aligned with the vision, creating additional value for the Corridor.
- Projects that we will facilitate and co-ordinate, including securing funding to provide the infrastructure, connectivity and additional business space to enable the growth of jobs on the Corridor.
- Action plans for local employment, culture and sector growth where we will facilitate relationships to achieve the key outcomes for Corridor Manchester.
- Marketing of Corridor Manchester and the Corridor as an opportunity for growth and investment.

1. INTRODUCTION TO THE CORRIDOR

The Corridor covers an area of 243 hectares stretching from St Peter's Square in the city centre, south along Oxford Road to Whitworth Park and from east to west including Birley Fields, Hulme. It has the most significant concentration of knowledge-based assets and potential for growth in the UK today.

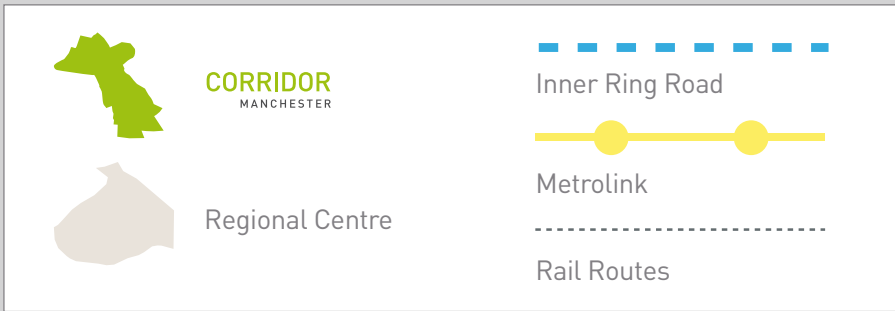
In March 2008, a partnership was set up between:

- Manchester City Council (MCC)
- Manchester Metropolitan University (MMU)
- The University of Manchester
- Central Manchester University Hospitals NHS Foundation Trust (the Hospital Trust)

Collectively known as Corridor Manchester, the task of our partnership is to drive forward economic growth and investment in the area.

This document sets out our vision and how we are going to achieve it.

Our board also has representation from key organisations, both public and private sector, that have a strong commitment to Corridor and its future. We all recognise that if the UK is to remain a leading global economy, investment needs to be concentrated in education, science and technology to position the country at the vanguard of high-value, creative and innovative activity. The unique concentration of knowledge-based assets on the Corridor means it has the potential to be the economic powerhouse of the North West region.



2. CORRIDOR MANCHESTER – OUR ASSETS AND POTENTIAL

The Corridor is home to a wealth of knowledge-intensive organisations and businesses. These operate in the areas of health (with particular concentrations of bio-medical, pharmaceuticals, clinical trials, medical devices and oncology-related healthcare), education, creative industries, financial services and information communication technologies.

OUR MAJOR INSTITUTIONS

The University of Manchester is one of the country's top research universities and a leading teaching institution. World class academics lead cutting edge research programmes in a range of fields. This research has produced many of the high value businesses

located on the Corridor as well as having a wider impact on the performance of companies across the region and indeed the UK.

Manchester Metropolitan University (MMU) ranks fourth among the research active new universities in the UK and is committed to matching its high reputation for learning and teaching with parallel excellence in research. It produces world class professionals who contribute to the growth and success of companies and organisations in the City and across the North West.

Central Manchester University Hospitals NHS Foundation Trust (the Hospital Trust) is a leading research and teaching hospital that is committed to being at the cutting edge of innovation in the NHS. Working with The University of Manchester, the Hospital Trust is at the heart of a strong and successful bio-medical cluster on the Corridor. The award of the Manchester Academic Health Sciences Centre (2009) reflects their shared ambition and achievements, while laying the foundations for an exciting future.



Today the Corridor generates £2.8 billion, which is 22.5% of the city's GVA.

55,000 people work on the Corridor, which is 18% of the city's workforce.

43% of the activity is in knowledge-intensive sectors, which is much higher than the national (22%) and regional (21%) averages.

The Corridor is also home to Manchester Science Park, a very successful organisation that has nurtured and supported the development of many successful, high value businesses. Many of these have spun out from The University of Manchester's research departments and are at the cutting edge of bio-health and digital technology. The park has the potential to double in size over the next 10 years to meet the needs of science and technology businesses who want to be located close to both the University's and Hospital Trust's facilities.

To reinforce the scale of the opportunity provided by Corridor Manchester, it is important to appreciate the investment and activities recently undertaken or planned by our members.

The committed and planned investment of the three institutions is approximately £1.5 billion.

This investment creates the immensely strong asset base that provides the foundations for the anticipated growth in knowledge-based businesses and jobs on the Corridor.

We anticipate the value of capital investments will be more than £2.5 billion (mostly through private sector finance) as we move forward promoting the development of under-utilised land and buildings, and securing infrastructure improvements on the Corridor.

THE NEIGHBOURHOOD

The areas immediately surrounding the Corridor – Ardwick, Rusholme, Moss Side and Hulme - are some of the most deprived neighbourhoods in the UK. Many people living in these areas experience multiple disadvantages, which limit their ability and motivation to find work. But these are vibrant and diverse communities with a great deal to offer to the economic and cultural life of the city.

Manchester City Council is already delivering a number of regeneration benefits in our neighbouring areas, with an investment so far of £120 million and a further £330 million planned, which includes the £118 million Brunswick Private Finance Initiative housing scheme.

Everyone involved with Corridor Manchester is committed to complementing Manchester City Council's investment by working together to maximise economic and social benefits in these communities. Our major objective is to help drive employment and skills, and improve quality of life.

3. CORRIDOR MANCHESTER STRATEGIC VISION TO 2020

We believe that through our strong partnership we will realise the economic potential of the Corridor for the benefit of not just the City and our local communities but for the City Region's global standing in the future.

Our knowledge-based assets on the Corridor offer a unique opportunity for future growth. That opportunity together with the individual ambitions of our founding members underpins our agreed vision for the future development of the area.

Our long term vision is that globally and locally people will recognise the Corridor as a place that is original, creative and smart, where knowledge is put to work.

- **ORIGINAL** because the Corridor not only reflects the radical thinking so evident in the history of the area but is also a pioneer of future city design and growth.
- **CREATIVE** because we encourage and support people to take risks and experiment.
- **SMART** because it is a place of academic excellence and a physical expression of the knowledge economy - where intellect and experience feed a multiplicity of successful ventures.

The Corridor will be recognised as connected, open and green. People will connect easily with stimulating ideas and opportunities through well designed spaces and advanced technology links. It will be a comfortable and open place with easy access to opportunities, locally, nationally and globally. And it will be green, a place that promotes health, well-being, success and a sustainable way of life.

The Corridor will be a place of political and intellectual freedom and provide fearless support for experimentation and innovation. We recognise that people have always come to Manchester to realise ambition. We will continue to cherish and develop the rich cultural diversity, promoting tolerance and inclusiveness and creating opportunities for people in all the communities in the area.

The Corridor will be accessible and engaging; a place where people of all ages and abilities will feel welcome, comfortable and secure.

The vision will be achieved through activity crossing five themes:

1. **SENSE OF PLACE**
2. **TRANSPORT**
3. **ENVIRONMENT AND INFRASTRUCTURE**
4. **RESEARCH AND INNOVATION**
5. **EMPLOYMENT, BUSINESS AND SKILLS**



Here we outline our ambitions and goals for these themes by looking ahead to 2020. Our aim is the Corridor will have the reputation for quality and innovation in all that it does, whether building design, community engagement, or business development.



SENSE OF PLACE

The Corridor will have a strong sense of place with a clear identity. Oxford Road will be a more fitting environment for our major institutions. It will be an appealing, functional area that is a magnet for employees, visitors and investors.

We aim to create a vibrant physical landscape including beautifully designed public spaces and award winning new buildings. There will be improved connections with the communities to the east and west of the Corridor, which will include safe crossings, pedestrian and cycle routes. The co-operation among our facilities management teams will ensure the Corridor is well looked after, safe and clean at all times.

Our spaces will be places for people to come together. Our new digital infrastructure, including the innovative i-tree project, will add a new dimension to the sense of space, sharing knowledge and information.

The Corridor will be renowned for boldness, inspiration, originality, invention and the development of people and of knowledge.

TRANSPORT

Oxford Road's role as a key radial route into the city will be reconciled with its economic strength and potential. Our major investment in public transport will provide us with an efficient system that makes the Corridor much more accessible.

The improvements in the quality of the buses and frequency of service will meet the needs of students, workers and visitors without the congestion we currently experience. It will also significantly benefit the air quality while current pressures on parking in adjoining residential areas will be alleviated.

We will be recognised as leaders in the promotion and implementation of green travel planning.

Oxford Road train station will be redeveloped, which will enhance the excellent links to the wider city and region, including connections to the airport for our international visitors.

ENVIRONMENT AND INFRASTRUCTURE

We will transform the physical environment and infrastructure of the Corridor. We want to create a living and breathing laboratory that not only brings nature and beauty to the Corridor but is linked to exciting and innovative scientific projects, like our i-trees project, which will help inform future policy in the fight against climate change.

The main Oxford Road / Oxford Street Boulevard will be a green thoroughfare linked to the city through the redesigned St Peter's Square. Visitors will be drawn down the Corridor by the attractive landscaping and vibrancy of the

culture and leisure offer, public art installations, events and festivals.

There will be extensive tree planting, and green walls and roofs will be commonplace. The open spaces at Whitworth Park and Grosvenor Park will be improved and an i-forest established adjacent to Birley Fields campus. The landscaping and planting of that campus will have matured to produce a new green lung for the city.

We will improve the east-west connectivity so there are easy and well used connections between communities in Hulme, Ardwick, Rusholme and Moss Side. There will be landscaped routes for

pedestrians and cyclists, and safe crossing points on both Cambridge Street and Upper Brook Street.

The digital infrastructure of the Corridor will be continually updated following the success of the initial pilot in 2009/10. The reputation established through our pilot scheme will ensure the area remains at the forefront of technological advances. The advantages of being a test bed for digital innovation will help the adjoining communities to improve aspirations and life chances.

RESEARCH AND INNOVATION

The Corridor will be recognised internationally as a world class centre of knowledge and innovation.

By 2020, The University of Manchester will be in the top 25 of their peers globally. Manchester Metropolitan University will be internationally renowned for professional education. Manchester Academic Health Science Centre will be one of the most recognised

centres for innovation and clinical excellence, with the Hospital Trust at the forefront of this partnership. The increased collaboration between our partners, together with the private and civic sectors, will reinforce the Corridor as an area that attracts creative and motivated individuals, continuing Manchester's transformation into a sustainable and leading European and global knowledge-based economy.

The area will be nationally and internationally renowned for the strength of key knowledge sectors – bio and life sciences, healthcare, creative and digital industries, and medical devices.

Many informal and digital networks will be in place. Corridor will be known as **THE** place in Manchester for dynamic interaction between academic, civic and business leaders.

EMPLOYMENT, BUSINESS AND SKILLS

The Corridor will be a place of quality employment, skills training and education at all levels.

The Corridor will continue to work with local communities and key strategic partners to achieve a sustainable reduction of worklessness in the area. The proportion of local people employed in our large institutions will have increased by 100% compared to 2009, and skill-training support to assist access to all the jobs created on the Corridor will be embedded in the communities. Our partners will be recognised as employers of choice within local communities. Diversity will be celebrated both economically and culturally.

Together with our local communities, we will have a shared goal of increasing educational attainment, and through employer-led interventions we will develop clear pathways into employment for local workless people. There will be a measurable social and community benefit in Moss Side and Hulme from MMU Birley Fields campus.

In all the adjoining wards, our focused activities will have helped to raise the aspirations and attainment of young people in the area through such things as mentoring programmes, work experience within the institutions and community programmes.

Manchester Science Park will have grown significantly as a home of knowledge businesses. The amount of commercial floor space

providing incubation, managed workspace, and grow on space for hi-tech projects and companies will be double that of 2009, supporting spin-out, inward investing, and supply chain companies.

Completion of major development schemes, such as the BBC site and former Royal Eye Hospital, will have delivered more than 3 million sq ft of commercial, leisure, retail, and residential floorspace of the highest quality.

This vision is fully aligned with sub-regional and regional strategies, and the strategic plan will be an important input into both the Greater Manchester Strategic Plan and the Regional Integrated Strategy.



4. DELIVERING THE VISION

The Manchester Independent Review 2009 (MIER) Reviewers' Report notes:

“Manchester is probably the UK city outside London most likely to be able to increase its long term growth rate, to access international networks and enjoy strong connections to the rest of the world. However, it is currently punching below its weight given its size. We believe this is an opportunity: the city has the potential to grow faster and to continue to reinvent itself and regain its historical dynamism.”

The accompanying agglomeration report, by the London School of Economics (2009) notes:

“Overall, there is evidence that growth in Manchester is the most realistic way to raise overall economic growth in the North and, provided it is achieved, such growth would be good for the UK economy.”

Our initial development framework (March 2008) for Oxford Road set out an ambitious investment plan for the redevelopment of the area over 20 years. The framework suggested long term investment had the potential to transform the area in terms of infrastructure and competitiveness and it also would generate a significant number of new jobs. The Corridor remains one of the outstanding opportunities to ensure that Manchester reinvents itself and continues its historical dynamism as advocated by the MIER reviewers.

CURRENT ECONOMIC CONTEXT

In preparing this plan we recognise that we are in a time of great economic uncertainty. The recession and the state of the public finances will have a major impact on our partner's plans over the next five years. It will also reduce our potential to lever in both public and private sector investment. In light of this, we are realistic about what can be achieved in the short term but we are confident that the strength of the opportunity will ensure the achievement of our vision.

Our long-term ambition for the Corridor remains unchanged as does the need for sustained investment in order that we realise the economic potential. In these challenging economic times, we believe that bold investment backed by a strong asset base can help stimulate a flat economy.

The Corridor is better placed than other knowledge centres to weather the changing economic circumstances because of the investment already committed, the size of public and private sectors, the global reach, relatively high levels of productivity and diversity of income streams.

THE OPPORTUNITIES FOR DELIVERY TO 2020

We recognise there are a range of projects and activities that will contribute to the delivery of the vision for the Corridor. These are a combination of:

- Our individual partner's development plans that can be aligned with the vision, creating additional value for the Corridor.
- Projects that we will facilitate and co-ordinate, including funding, to provide the infrastructure, connectivity and additional business space to enable the growth of jobs on the Corridor.
- Action plans for local employment, culture and sector growth where we will facilitate relationships to achieve the key outcomes for the Corridor.
- Marketing of Corridor Manchester and the Corridor as an opportunity for growth.

The table overleaf presents a brief summary of the major projects and initiatives that will achieve our vision. The list is not exhaustive and illustrates many of the schemes being delivered by our individual organisations and those that will be led by Corridor Manchester. It is the sum of the parts that will ensure delivery.



TABLE OF KEY CORRIDOR MANCHESTER PROJECTS AND DELIVERY FOR STRATEGIC VISION

Project	◆	What will it deliver	How will it be delivered	Corridor Manchester
Public Engagement	1	Beacons - improved community academic interaction	By project with universities support as sponsors	Facilitate; promote links of employment with local communities and community access to digitisation projects
		Establishment of the Trust Governor & Membership Network	Corridor Manchester Trust *	Support
Marketing	1	Create identity and sense of place for the Corridor area. Increase investment -business, cultural, public sector. Generate interest in Corridor Manchester activities as partnership and as individual organisations, by adding value	Marketing Officer with Marketing Manchester and MIDAS, support from cultural partnership	Delivery
Cultural Action Plan	1	Initiatives to reinforce and grow the cultural offering of the Corridor	Institutions + Steering Group	Organisation of Steering Group Monitoring of cultural action plan
		Royal Opera House – new national facility on the Palace Theatre site	MCC lead with support of other partners	Support
		Whitworth Art Gallery – improvements and enhanced access to park	UoM ** Whitworth Art Gallery	Support and link with Southern Gateway project
		Archive Marketplace - new facility in basement of Library Theatre	MCC to lead, active participation of UoM, MMU & Trust	Facilitate engagement of partners
		Relocation of Library Theatre	MCC to engage partners	Liaison with MCC
		Cornerhouse -redesign of site and reposition of organisation	Cornerhouse with support of landowners	Support/engagement of partners
		Hospital Chapel-new cultural institution	Trust-initially-new body may need to be formed	Initial engagement with Trust but new body may be formed
Brunswick PFI	1	Remodelling of residential neighbourhood New housing & refurbished houses. New local centre & environmental improvements	MCC with private sector	Support
		Encourage new and enhanced retail development to Corridor Manchester as part of mixed use development schemes	To be developed as part of other initiatives	Facilitate
Student Housing	1	Delivery of joint MCC/ UoM/MMU strategy	MCC/UoM/MMU	Facilitate

◆ 1.SENSE OF PLACE 2.TRANSPORT 3.ENVIRONMENT AND INFRASTRUCTURE 4.RESEARCH AND INNOVATION 5.EMPLOYMENT, BUSINESS AND SKILL

*Central Manchester University Hospital NHS Foundation Trust ** The University of Manchester

Project	◆	What will it deliver	How will it be delivered	Corridor Manchester
Corridor Manchester Gateways	1	"Statement" schemes	Corridor Manchester with partners	Support
		St Peter's Sq and Town Hall complex refurbishment including: Elizabeth House	MCC Private sector/public sector	Support
		Southern Gateway master plan	The Trust /MCC/UoM/ Whitworth Art Gallery/MMU	Lead master planning
Proof of Concept and Seedcorn Funding	2	Focus of resources to support new enterprise creation	Corridor Manchester/NWDA and partners	Seek funding
Birley Fields Campus	2	Creation of an environmentally responsible health and education campus offering shared community facilities, social enterprise and student accommodation	MMU lead with MMC, NWDA	Support/engagement with partners. Assist links with Corridor Manchester priorities
MMU Business School	2	Creation of an inspiring learning, research and enterprise faculty environment for MMU's Business School, and Student Hub accessible to the public	MMU	Support
MMU Art & Design Faculty	2	New build and refurbishment programme.	MMU	Support
Chemical Engineering & Analytical Science Building	2	Relocation of facilities from North Campus	UoM	Support
Learning Commons Building	2	New learning centre at the heart of the campus, with associated public realm improvements	UoM	Support
Manchester Business School Renovation & New Build	2	Remodelled Business School with international-standard facilities, conference hotel, innovation space, revitalised precinct centre for retail services, public realm	UoM and private sector	Support principle of comprehensive approach & potential bid for funding. Influencing and assisting with Corridor Manchester objectives.
Networking & Creative Convergence	2	More effective networking leading to increased innovation and creativity	Action plan developed	Steering funding bid to enable recommendations to be implemented
Managed Workspace	3	2 million sq ft by 2020	Joint venture with private sector partners	Facilitate; promote linkage of employment with local communities. Secure funding

Project	◆	What will it deliver	How will it be delivered	Corridor Manchester
BBC Site	3	Commercial, residential, retail, leisure master plan	MCC with BBC and adjacent land owner Bruntwood	Influencing and linking with Corridor Manchester objectives
Sector Development Strategy for Creative & Digital Industry	3	Reinforced links between Media City and Corridor Manchester, maximise opportunities to position Corridor Manchester as world class location. Develop a clear strategy for business growth in this sector	Creative and digital incubator	Special purpose vehicle facilitating delivery and building relationships with Media City and Sharp Project
Sector Development Strategy for Bio health, Emerging Technologies, Medical Devices	3	Strategy for the delivery of space for bio health etc on Corridor Manchester up to 2020 based on best current thinking on demand. Delivery model and role of Manchester Science Park		Facilitate management and development structures. Seek funding
		Royal Eye Hospital		Support
		Interim medical devices incubator	Manchester Science Park/ Corridor Manchester / Trust /	Support, seek public funding to advance
		Grafton St master plan to maximise bio health value-added capacity	Corridor Manchester/The Trust/ UoM	Co-ordination of brief. Seek public funding
		Expansion of Manchester Science Park	Manchester Science Park	Support
		Expansion of Biomedical Research Centre	The Trust	Support
Implementation of Employment, Enterprise and Skills Plan	3	Jobs: more highly skilled local population, more jobs for local people in key institutions, better access to city centre jobs, new enterprises increased aspirations in local community	All partners	Lead and co-ordinate
		Recruitment & Training Hub - To deliver a one-stop-shop recruitment and employment skills facility. To deliver employability programmes to workless residents	Through partnerships	Lead and support
		"In Touch" - Harnessing cultural assets to deliver employability programmes to workless local residents	Via cultural assets working with welfare to work providers.	Lead/co-ordinate and support
Visitor Development- Manchester Central	3	Expansion of facilities	MCC/Manchester Central	Support
Employment Sites	3	Progression of scheme development. To include: London Rd Fire Station/Aytoun St Campus/Shena Simon Campus Mayfield Depot First Street Great Jackson Street Upper Brook Street North Campus	MCC/partners/ developers	Support

◆ 1.SENSE OF PLACE 2.TRANSPORT 3.ENVIRONMENT AND INFRASTRUCTURE 4.RESEARCH AND INNOVATION 5.EMPLOYMENT, BUSINESS AND SKILL

Project		What will it deliver	How will it be delivered	Corridor Manchester
Transport Plan and Implementation	4	Agree transport plan; improvement in environment, connectivity, emissions. Address car parking and congestion in adjacent residential, Bike scheme pilot	MCC & GMPTE partnership	Influence plan and champion partners requirements
		Oxford Road Bus package submission	MCC & GMPTE partnership	Support. Lobby for investment
		Oxford Rd Station –Improved transport gateway for Corridor Manchester and access to First St. Development. Feasibility and business case Implementation	Network Rail, GMPTE, MCC	Champion and influence
Digitisation	4	Pilot scheme and ongoing development	MCC/MDDA and a range of partners, including private and voluntary sectors	Influence and publicise Lobby for resources to advance full project
Utilities	4	Sufficient power, water and waste facilities to support development	Corridor Manchester via steering group	Steer study. Evaluate outcome and recommend next steps
		Geothermal project	Developer	Promote
Public Realm and Sustainability	4	East barriers, including links to city centre. Location for events, visitor attraction, clean and safe environment. Develop an implementation strategy (recycling, CAFE pilot, environmental management), local car parking	Partners and developers	Identify and pursue funding opportunities
		Public Art	Corridor Manchester/MCC	Support
		I-Trees	Corridor Manchester and all partners	Lead project board
		Green Roofs pilot	MCC	Support
		Grosvenor Park-revamp	MMU	Support
		Commons Public Square	UoM	Support
		Opening up waterways	Corridor Manchester	Lead
		Gartside Gardens/Inchley Road streetscape'	MCC	Support

This will be continually reviewed, as the realistic funding position becomes clearer.

In supporting the implementation of both the strategic and operational plans we will seek to drive economic growth while respecting and supporting the autonomy

of each of our organisations to conduct their core functions. Without Corridor Manchester, the city would lose the synergy and added value resulting from us all working together. This strategic plan is fully aligned with the goals, visions and values of the founding partners.

5. RESOURCES AND DELIVERY

MEASURING SUCCESS

The revenue costs of Corridor Manchester will be met by our partners with an agreed combination of cash and in-kind contributions. The core staffing resource is supplemented by contributions from our larger Executive team. These team members in turn involve staff relevant to particular projects. Our structure allows the interactions between partners to be managed without creating an unnecessary bureaucracy.

The capital funding for projects will vary according to the project and will be drawn from our funding sources, private investment and public funding from Northwest Regional Development Agency (NWDA). During 2007-2008 the NWDA approved an investment of £7 million to Corridor Manchester under its Science and Innovation Programme. In developing the

vision, we believe that during the 11 year period of our plan an additional £200 million is required over and above the commitment that our partners would be able to raise from their own investment partners.

As our work progresses, it will be important to monitor our progress against our vision. Five 'high-level' indicators will be used to benchmark Corridor Manchester internationally, and also track progress in the context of the City Region.

- Global Standing ('Manchester Monitor' – rankings and accolades)
- Wealth generation (economic output)
- Innovation (knowledge workers)
- Social benefit (reducing local worklessness, improving local employment)
- Environmental sustainability (CO2 emissions, air quality)



MATRIX 2

EXTERNAL MONITORING OF CORRIDOR MANCHESTER PROGRESS

-Key Measures, Baseline and Target Years.

HIGH - LEVEL INDICATOR	GLOBAL STANDING	WEALTH GENERATION	INNOVATION	SOCIAL BENEFIT
THEME	Sense of Place	Employment, Business and Skills	Research and Innovation; Employment, Business and Skills	Sense of Place; Employment, Business and Skills
KEY MEASURES	The Manchester Monitor(1)	GVA(2)	Number of knowledge intensive employees(3)	Worklessness figures(4)
BASELINE (2009)	18th*, 2nd, ** 40th*** (60)	2,8 (billion, pounds)	37,400	8,400
TARGET 2010	17th*, 1st**, 32nd*** (50)	2,8 (billion, pounds)	38,600	8,400
TARGET 2015	15th*, 1st**, 25th *** (41)	2,9 (billion, pounds)	44,500	8,100
TARGET 2020	12th*, 1st**, 20th *** (33)	4,7 (billion, pounds)	50,300	7,800

ENVIRONMENTAL SUSTAINABILITY

Manchester City Council is reassessing its targets for climate change and this is due to be published by the end of 2009. Corridor Manchester will adopt and apply these targets.

Explanation of Matrix:

1. MANCHESTER MONITOR

The Manchester Monitor measures the Global Standing. The Manchester Monitor is collected by the Commission for the New Economy, which rank aspects of the city, region and institutions within.

The three rankings, which make up the Manchester Monitor

are: Cushman and Wakefield's European Cities Monitor, UK Cities Monitor and Shanghai Jiao Tong University Rankings of the University of Manchester.

The European Cities Monitor ranks the business climate in Greater Manchester in the context of European Cities. It gives us an international dimension and marks

us against competitor cities such as Barcelona, Amsterdam and Frankfurt.

The UK Cities Monitor ranks Greater Manchester against competitor cities in the UK, such as Birmingham, Leeds, London, and Glasgow.

The Jiao Tong ranking uses the University of Manchester as a proxy of a specific institution on the Corridor, showing how it ranks internationally against competitors such as Oxford and Cambridge Universities, the American Ivy League schools, Australia National University, and the University of Toronto.

Manchester Monitor rankings apply to Manchester, Greater Manchester and the City Region, but apply to Corridor Manchester by proxy i.e. Corridor Manchester is a main driver of the health of the City Region, so broader rankings reflect its prominence by default.

***On the European Cities Monitor Greater Manchester ranked 21st out of 33 cities in 2006. In 2007 and 2008 Greater Manchester ranked 18th; the forecast has Greater Manchester ranking 17th in 2010; 15th in 2015, and 12th in 2020.**

****On the UK Cities Monitor, Greater Manchester ranked 3rd in 2007 and 2nd in 2008. The forecast has Greater Manchester rising to 1st in the UK by 2010 and remaining there through to 2020.**

*****On the Jiao Tong University rankings, the University of Manchester rose from 48th in the world in 2007 to 40th in 2008. Corridor Manchester's forecast has this rising to 32nd by 2010, 25th by 2015, and 20th 2020. (This is aligned with the University's stated targets).**

Shown on the matrix above, the three rankings were added together for a total score for each baseline and target year. This score was 60 in the baseline year of 2009, rising to 33 by 2020. Each ranking is given equal weight.

Source: Annual Business Inquiry 2007 and Greater Manchester

2. GVA

Forecasting Model. Figures are in constant 2003 prices. Forecasts are based on Corridor Manchester achieving full potential outlined in the Drivers Jonas report of 20,000 additional jobs by 2020 and maintaining constant GVA per employee.

The Corridor accounts for 22.5% of total GVA in Manchester, this is forecast to increase to 25.8% by 2020. The Corridor would account for 40% of forecast GVA growth in Manchester between 2009 and 2020.

3. Number of knowledge intensive employees

Source: Annual Business Inquiry 2007. Knowledge Intensive Business definition used the MIER Knowledge in Business (KIB) definition. Forecasts based on maintaining 68% of Corridor Manchester's employment in KIBs.

4. Worklessness figures

Source: Department for Work and Pensions, August 2008. Forecast based on matching Greater Manchester Forecasting Model forecast change in resident employment rate.

RISK

The Corridor is not without risk. In developing our vision we assessed the major risks for the coming years and will ensure that mitigating actions are in place. In common with all organisations, at this time, the challenging economic climate represents our most pressing risk. However, the delivery of our immediate plans for the infrastructure of the Corridor will mean we are strongly positioned for the recovery.

CONCLUSION

By 2020 we will have completed a journey that has truly transformed the Corridor, both physically and culturally. We will have created a part of the city that is internationally renowned for its physical, intellectual and social capital and is truly **'original, creative and smart'**. By combining research excellence with excellent business support, access to capital and building, the area will be renowned for growth in new and successful businesses as well as for the energy and creativity of the people who live and work in it.

Our plan sets out a positive but realistic picture of actions to achieve our vision and to maximise the opportunity for economic growth within the Corridor. It reflects both the current economic reality and the potential for growth, assuming economic improvement from 2011 onwards. It describes key initiatives to be delivered by individual partners and the gaps to be filled by partnership action.





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