

PART 5: The Masterplan

The consultations have fed into a masterplanning process based on the analysis of the area and the decisions taken as part of the options appraisal. This is based on a masterplanning framework to repair the urban fabric of the area, to redevelop the social housing areas identified in the last section and to provide opportunities for infill development. The Masterplan has then been parcelled into nine projects each of which have been appraised. This section described the masterplan framework and the nine projects.

View of de-radburned homes in Plymouth Grove, Manchester



Streets and mixed tenure blocks in Hulme



Connectivity

1



Urban Form

2



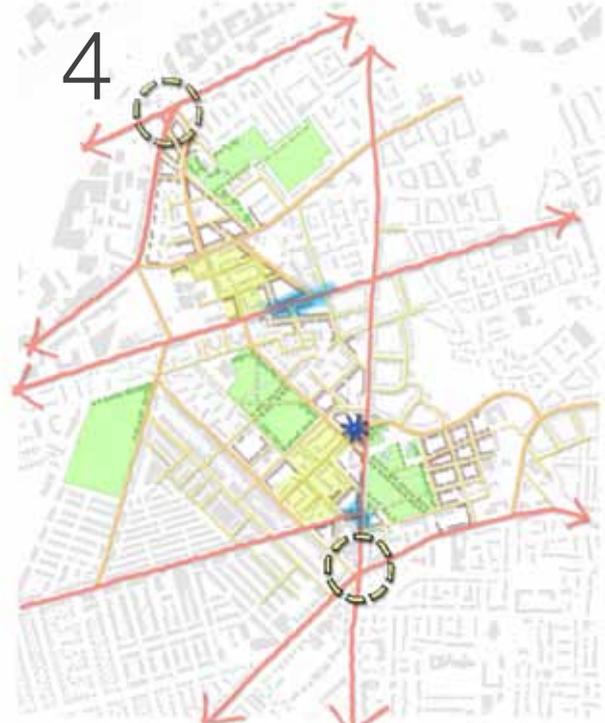
Parks

3



Sense of Place

4



Masterplan

The masterplan has been developed from the options appraisal described in the previous section. The aim has been to exploit the ‘soft’ areas to repair the urban structure of the area, to replace the social housing that is to be demolished and to develop further opportunities for housing development and more mixed tenure neighbourhoods. This has involved four masterplanning stages:

1. Connectivity: The first step has been to establish a clear and permeable street network as described on Plan 1. This is based around a series of high streets (red) which should become the ‘front door’ of the area, secondary streets (orange) providing the main access into each neighbourhood and local streets (yellow) that provide a permeable network both within and between neighbourhoods. The dotted lines show where this network will be extended in to pedestrian routes. This street network will overcome the isolation of the neighbourhoods within Old Trafford making them into a functional part of the wider city. The two areas shown in yellow indicate the re-configuration of the Radburn estates described earlier in this report. This involves the creation of a street network and the re-orientation of the housing to face onto these streets.

2. Urban Form: The next step is the repair of the urban form of the masterplanning area. As the previous analysis section illustrated, the urban form of the area is currently very fractured and incoherent. This means that public spaces and routes are not overlooked and feel desolate and unsafe. The urban blocks shown on Plan 2 use the ‘soft’ sites to create new urban form to provide frontage into the street network parks and open spaces. Particularly important are the frontages onto the High Streets so that gap sites and verges are used on Chorlton Road and Chester Road to create frontage.

3. Parks: The masterplanning area is fortunate in being within reach of four significant areas of open space. Hullard Park to the west and St. George’s Park to the north lie just outside the study area and are fine historic parks. The two spaces within the area; St. Alphonsus Fields and Maher Gardens are less functional and attractive. The former are playing fields surrounded by fencing and the latter is undulating landscaping with trees that, with the exception of the play area, is well used during daylight but without adequate lighting is dark and dangerous at night. The aim of the plan is to turn both of these spaces into proper parks with well-lit routes, overlooking and overlooked by development (like Hulme Park). In this way these open spaces will become the heart of their communities rather than the barriers that divide them.

4. Sense of place: The final level of detail relates to the things that will make the area into a neighbourhood, the shops, facilities and the image it projects to the outside world. Plan 4 shows two three local shopping areas on Stretford Road, Chorlton Road and Moss Lane. These are envisaged as local parades on the high streets that will relocate the shops currently hidden within the estates. The blue star indicates a new community facility that is being explored as part of the separate community space study. This is located on the Fahey’s Depot site, as a possible option with the potential to serve the whole of the study area. The plan also shows two gateways on Chester Road and Chorlton Road. These together with the new neighbourhood centre on Stretford Road will transform the image of Old Trafford to the thousands of people who pass through it every day.



The illustrative plan

The masterplanning principles have been brought together into an illustrative masterplan which is a vision of how the area could look in ten or fifteen years time.

The masterplanning framework described on the previous page has been developed into the illustrative masterplan to the left. This shows the area as it could be in ten or fifteen years time when its transformation has been completed and when its streets will form a safe and seamless link between Hulme and Stretford.

The key features of the plan are as follows:

North area (Rivers, Hullard, Trafford and Ryland's)

The decision was taken following the community charrettes and discussions with THT to retain both Princess and Empress Court. However the redevelopment of Cornbrook Court and Malvern Row creates an opportunity to substantially redevelop and reconfigure the Hullard estate including a smaller but better supervised open space linking to St. George's Park and the reopening of Cornbrook Way through the area to overcome its isolation.

The industrial area to the north is shown as a landmark scheme key gateway into Old Trafford from the city centre. This however would be to be apartments and will not be viable for a number of years and as such is not included in the current appraisals.

South of City Road the masterplan proposes the demolition of Trafford and Ryland's Court and a combination of infill development and de-radburning to reconfigure the Rivers Estate.

Central area (between Stretford Road and Ayres Road) Retention and demolition in Central Old Trafford.

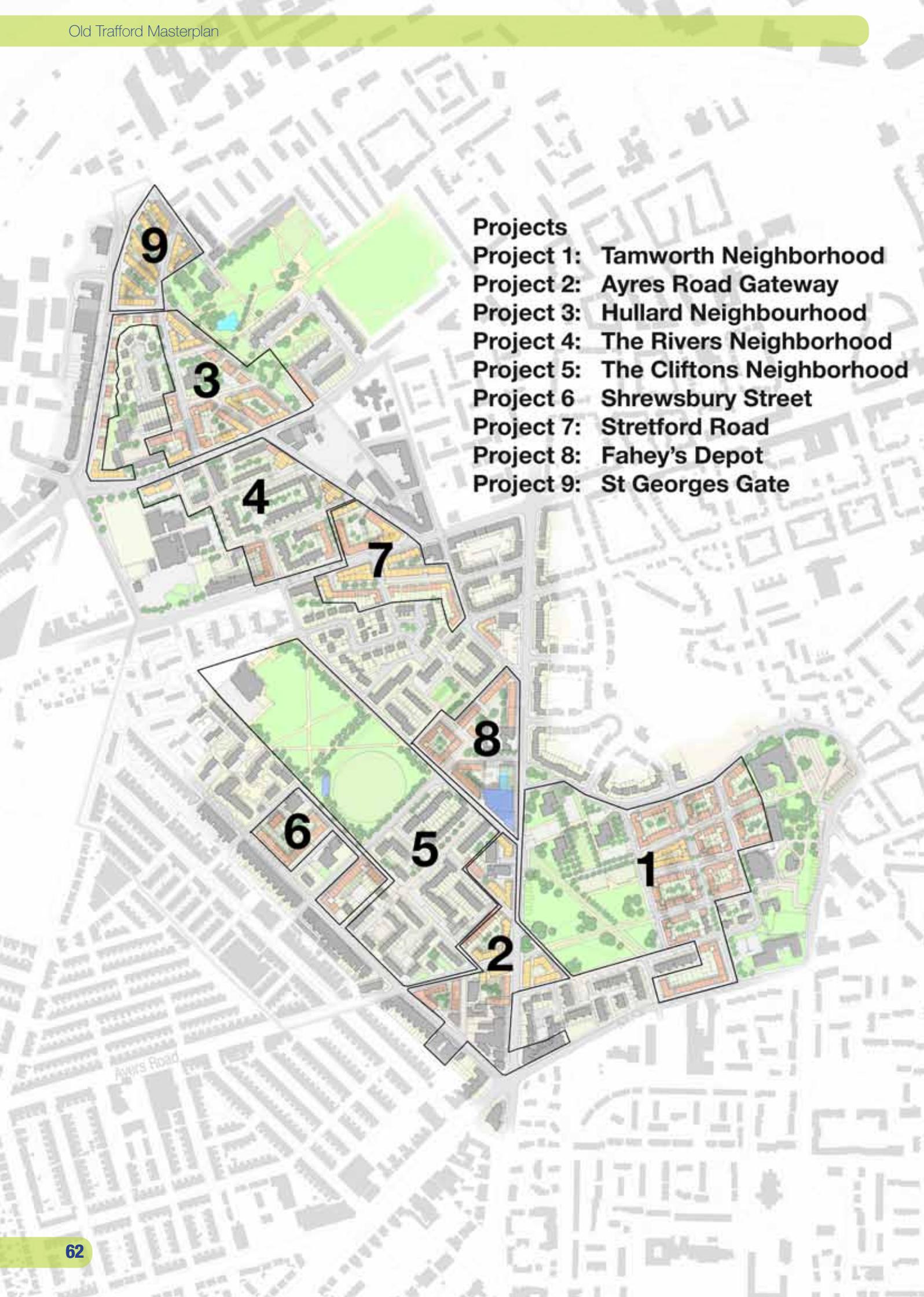
The proposals for the central part of the area are based around the improvement of St. Alphonsus Park and the de-radburning of the Clifton's neighbourhood. There are also a number of opportunities around the edge of the



area for new build. These include the council-owned site Essex Way on Stretford Road together with the THT Owned Isobel Bailey Lodge and possibly the Shewsbury Street Community Centre if it is replaced with a new facility. There are also opportunities on publicly owned land along Upper Chorlton Road to create a new frontage together with the redevelopment of the Fahey's depot which will be brought forward as a private scheme.

Eastern area (Tamworth and Maher Gardens)

The plan for the Tamworth estate sees the retention of the Balcony Blocks and the demolition of the four Bird Blocks (total no of units demolished is 336 made up of 112 one bed flats and 224 two bed flats). These together with the site of the old people's home that has recently been demolished and the Seahawk Pub will create a significant development site that is shown developed with a range of new homes and apartments. The scheme includes a small block on the corner of Tamworth Park which together with the new housing will create a greater degree of supervision of the greenspace.



Projects

- Project 1: Tamworth Neighborhood**
- Project 2: Ayres Road Gateway**
- Project 3: Hullard Neighbourhood**
- Project 4: The Rivers Neighborhood**
- Project 5: The Cliftons Neighborhood**
- Project 6: Shrewsbury Street**
- Project 7: Stretford Road**
- Project 8: Fahey's Depot**
- Project 9: St Georges Gate**

The 9 Projects

The Illustrative Masterplan has been parcelled up into nine projects. These range from projects that can be promoted by the public sector partners to schemes that should be left to the market.

The masterplan has been split into 9 projects for ease of description and appraisal. In reality some of these may be combined while others will include sub projects. The aim has been to facilitate the transformation of the area while dealing with the decent homes issues and illustrating the potential for future development in the area.

Based on the ownership of land in the area and the strategy to redevelop/improve social housing the nine projects have been broken down into four types:

a) Public sector development schemes: The most important sites are those in public ownership where we are proposing that THT take the lead as a masterdeveloper (as described in the implementation section). These are Projects 1-3 essentially the Tamworth and Hullard Estates. Project 2, the sites along Chorlton Road, has been included because, while not all of the sites are publicly owned, it is a natural link to the Tamworth scheme and these sites should be acquired where possible.

b) Environmental improvement/infill schemes: In the central part of the area we are proposing a programme of environmental improvements, de-radburning to reconnect the areas to their surroundings and a small amount of infill. This includes Projects 4 ;The Rivers Estate and Project 5 the Clifton's Estate.

c) Public sector disposals: This includes sites that the council will sell to developers to bring forward for development thereby generating a capital receipt while also meeting housing needs. These include projects 6 and 7, Isobel Bailey/the community centre and Essex Way

d) Private sector schemes: The final schemes are those in private ownership that will be developed by the private sector with little or no public sector involvement. These include Project 8; Fahey's Depot and Project 9; St. George's Gate. In both cases the schemes will not be developed in the current market or indeed until the later part of the programme. Because of this they have not been appraised or included in the outputs.

Housing mix

At the heart of these proposals is the notion of demolishing 386 social housing units (all but three of which are apartments). The majority of these (336) are in the four Bird Blocks on the Tamworth Estate. The masterplan replaces these demolished flats like for like but spreads the new social housing apartments throughout the area to avoid a concentration on the Tamworth Estate. New social housing apartments are therefore included in all of the Projects except for Projects 8 and 9.

Overall Projects 1-7 include 1,358 new homes so that after the 386 demolitions there is a net gain of 972 units. Of these units 834 will be houses, 386 will be social housing apartments and just 138 will be new private apartments. There has been some concern as part of the study that the profound crash in the apartment market in Manchester makes any apartments for sale risky. The number of apartments has therefore been confined to locations where there is little choice such as corner units or space over shops. Given that this is a 10-15 year strategy we believe that this is achievable.



Project I:

Tamworth Neighborhood

The largest project involves the redevelopment of the Tamworth Estate, refurbishing the three Balcony Blocks and redeveloping the Bird Blocks. The development would include 297 houses and 117 apartments. Total demolitions would be totalling 336.

The Tamworth Estate is the most significant change within the masterplanning area. This is the area identified throughout the process as having the greatest problems. The seven towers have not been brought up to the Trafford Standard and it is necessary to obtain a waiver from the Homes and Communities Agency because this cannot happen before the 2010 deadline.

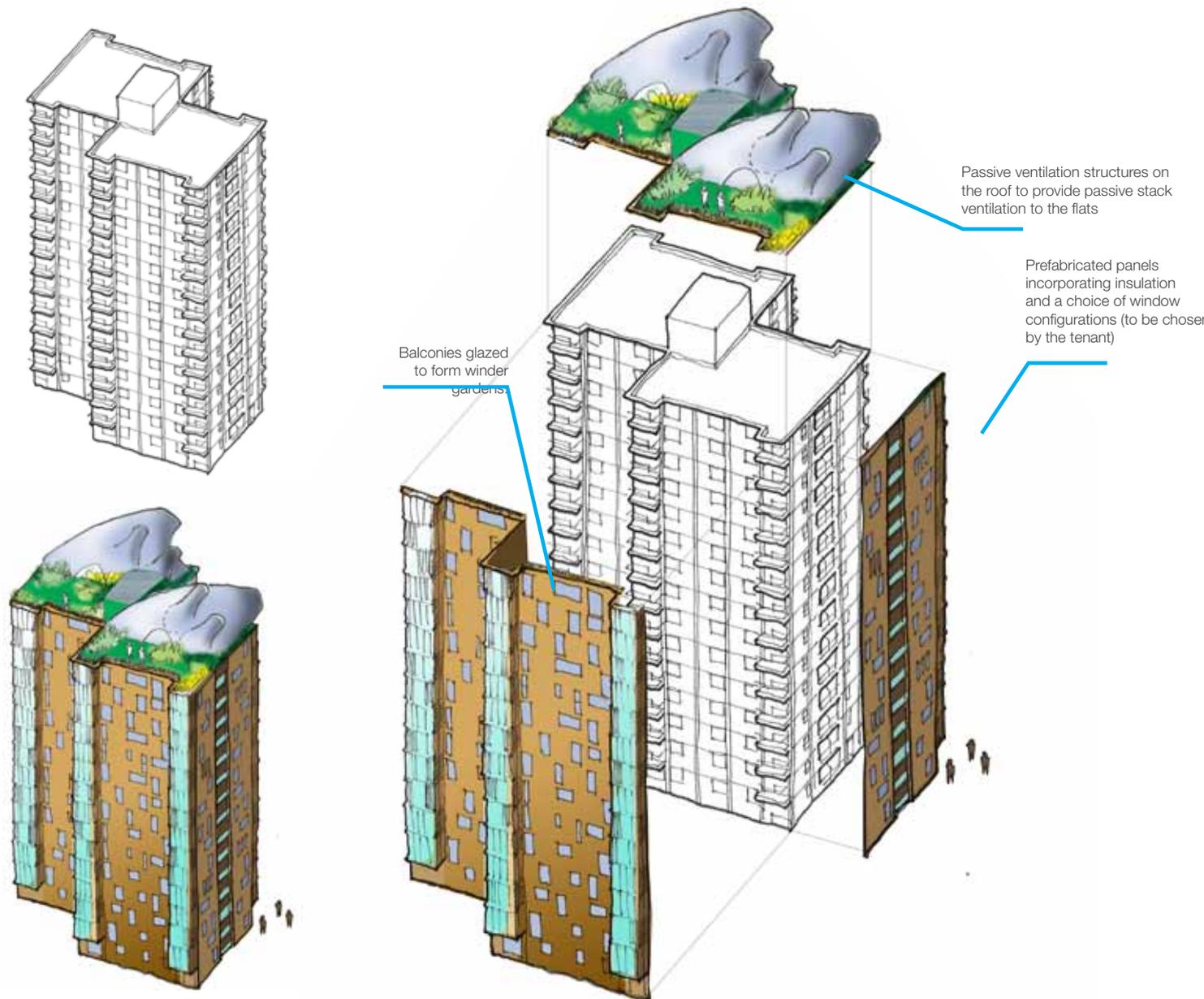
The conclusion of the masterplanning process is that all seven towers could be brought up to the Trafford Standard but that this would be very expensive and it is important to take into account the quality and likely popularity of the flats once improved. Based on discussions with local people, the maintenance department in THT and other stakeholders we have come to the conclusion that there is a difference between the 'Balcony Blocks' and the 'Bird Blocks'. The former we believe should be refurbished while the latter should be redeveloped. The retained Balcony Blocks will provide a valuable resource in the short term in helping the decanting of people from the bird blocks and in the long term as a resource for people wishing to remain in the Tamworth Neighbourhood. It is anticipated that THT will do a detailed consultation with residents in the Bird Blocks to facilitate meeting housing needs and finding appropriate temporary and long term accommodation.

Redevelopment of the Bird Blocks: The plan shows the redevelopment of the Bird Blocks. This involves the demolition of 336 flats in four blocks and creates a 3.57 hectare development site. This is a significant opportunity,

most of which is in the ownership of THT. The masterplan is based on a simple grid of streets between Bold Street and Moss Lane. This does not however include a traffic route on the line of Tamworth Street in front of the shops because of residents concerns about creating a rat run. The plan also does not re-open Maher Gardens for the same reason. The street network consists of a mix of local streets and home zones. These streets are vital to overcome the isolation of the area but would be designed as 'Home Zones' to prevent them becoming an attractive through route for traffic. The scheme as a whole would provide 100% parking through a mix of on-street and in-curtilage provision for the houses.

The plan is based on a mix of houses and apartments. There are 297 houses ranging from 2 to 5 bedroom units. There are also 116 apartments shown in light orange on the plan. There has been discussions about whether the redevelopment should replace the demolished flats like for like. The view has been taken that this should be done across the whole of the masterplanning area rather than just within the bounds of the Tamworth Estate. Given the retention of the Balcony Blocks this is important to avoid an over concentration of flats in this area by creating a more balanced community.

There is an existing corner shop on the estate that looks inwards onto a pedestrian route. The plan proposes moving this into a new unit on Moss Lane as part of a small parade of shops. This would extend the existing shopping parade on Moss Lane and would be able to attract passing trade.



Refurbishing the '3 Sisters'

The Balcony Blocks as well as Princess and Empress need new windows. The masonry while not in bad condition needs insulating. The exposed concrete frame that characterizes these blocks makes for very substantial cold bridges. It would be extremely difficult to get rid of these cold bridges as the floors and ceilings would have to be insulated for the first 1m into the flat from the external walls. This means external insulation is the only other option available. The Bird blocks have had this done but this did not improve their appeal and comfort. If the Balcony blocks are to avoid losing all their attraction the rendering needs to be better thought through to avoid using the standard externally applied render.

This proposal assumes that if you are externally insulating and replacing the windows they need to be near the outside wall not deepest as occurs on external render systems. This can be done with prefabricated panels complete with insulation being applied to the outside.

This presents further opportunities the first to give the towers a 21st century look as well as more sustainable insulation standards. If the brickwork is removed entirely this enables much thicker insulation to be applied without adding too much weight to the structure. It then also creates an opportunity for windows to be in different places. This in turn creates a fantastic opportunity for real community participation on the design of the new elevations. With only a few different windows but in a few different configurations residents can move those windows out of the places they don't want them into the places they do, creating a

distinctive elevation as well as internal variety. Our experience is that this level of individuality remains attractive to future tenants once those that made the decisions have moved out.

The thicker insulation would enable the whole tower to reach the new ultra insulated standard from Germany called Passivhaus. Once reached this standard can eliminate the need for central heating, heat instead is gained from appliances and the occupants kept in the flats by the insulation and using heat recovery on the ventilation, hence the new structure on the roof.

There are already a lot of vertical ducts in the buildings and by using the fact the warm air rises combined with the Venturi effect of a air passing through the cowls and drawing air up it will be possible to draw stale air out to the roof, extract the heat from it, when occasionally necessary warm it up a little and blow it back into the homes. The removal of individual central heating would reduce maintenance costs considerably, as well as head towards being the region's first carbon neutral tower block.

The scheme includes improvements to Maher Gardens to help it operate as a park. This would include railings around the space and clear, straight, well-lit public routes through the park that feel safe and appealing. These routes are positioned on the lines of the former terraced streets and form an important part of the public realm network. Maher Gardens should feel and operate like Hullard Park and has the potential to be the heart of the new neighbourhood.

Refurbishment of the towers: The retained Balcony blocks should be transformed as part of their refurbishment and can become a symbol of the area's recovery. The potential can be seen in the Urban Splash Scheme for the Three Sisters in Collyhurst (below). We have looked at the potential for transforming the balcony blocks in this way. The illustration to the right shows the potential impact of replacing the brick panels with a new insulated panel in which residents could choose from three window configurations. The balconies are glazed over to create winter gardens and a passive ventilation structure is created on the roof. At the base of the blocks the intention would be to extend the parkland to create a garden between the towers and to regularise parking into a series of car parks accessible off the

surrounding roads. The base of the towers would be opened up with a improved caretaker and security base with views of the surrounding area and a improved community flat. It is anticipated that the work to these flats would be funded by the provision for Trafford Standard works in the THT business plan.

Viability: The viability of the scheme has been assessed by EKOS. Based on the development of 413 residential units and 1300m² of commercial space this would create a development value of £60-£70 Million. Against this is set the costs of the development:

- **Land acquisition:** £3.7 Million - Including two right-to-buy flats, compensation for social housing tenants and the acquisition of some small areas of third party land.
- **Development Costs:** Just under £56 Million - Demolitions and land remediation, development costs, highways, just under £1.8 Million for the park and professional fees and contingency. This includes just under £7.4 Million additional costs to achieve Code for Sustainable Homes Level 4.

Illustration of the '3 Sisters' after refurbishment



Collyhurst Tower Blocks prior to refurbishment



Before and after view of the Three sisters in Collyhurst following refurbishment by Urban Splash



Old Trafford Masterplan



Tamworth Neighbourhood Masterplan Model showing view of the '3 Sisters' from Chorton Road

- **Finance costs:** £16.8 Million - Including marketing, interest and developers profit. This assumes 15% developer profit. This could potentially be reduced if THT were to undertake the development directly and charge only management costs.

Overall this creates a development deficit of £11.8 Million. However this takes no account of social housing costs. If all of the one and two bed flats are assumed to be social this would reduce their value by 30%. They would however attract potential social housing grant that has been assumed at £60,000 per unit. This would reduce the overall deficit to just over £9 Million.

Given the current state of the market this deficit is smaller than might be expected as a proportion of total development costs. This is particularly true since the costs involve the demolition of the blocks and improvements to the park. Options for closing this gap include:

- Growth Point Funding to assist with demolition costs
- A higher level of HCA assistance
- Use of the funds in the THT business plan earmarked for bringing the Bird Blocks up to the Trafford Standard. These costs have not been included in the appraisal.
- Reduction of the developer profit element to 5% if THT were to undertake the scheme directly which alone would save £6.4 Million.

Development route: A combination of these factors would render the scheme viable and on this basis it could progress over the next few years if initial development sites for social units can be developed to allow for rehousing of affected residents. We believe that this should be taken forward by THT and Trafford Council rather than tendering the scheme to a private development partner. This approach would we believe be of interest to the HCA as a way of providing homes in the current market and allowing THT to benefit from the uplift in values as part of the process. This process would involve the following stages following consultation and adoption of the plans:

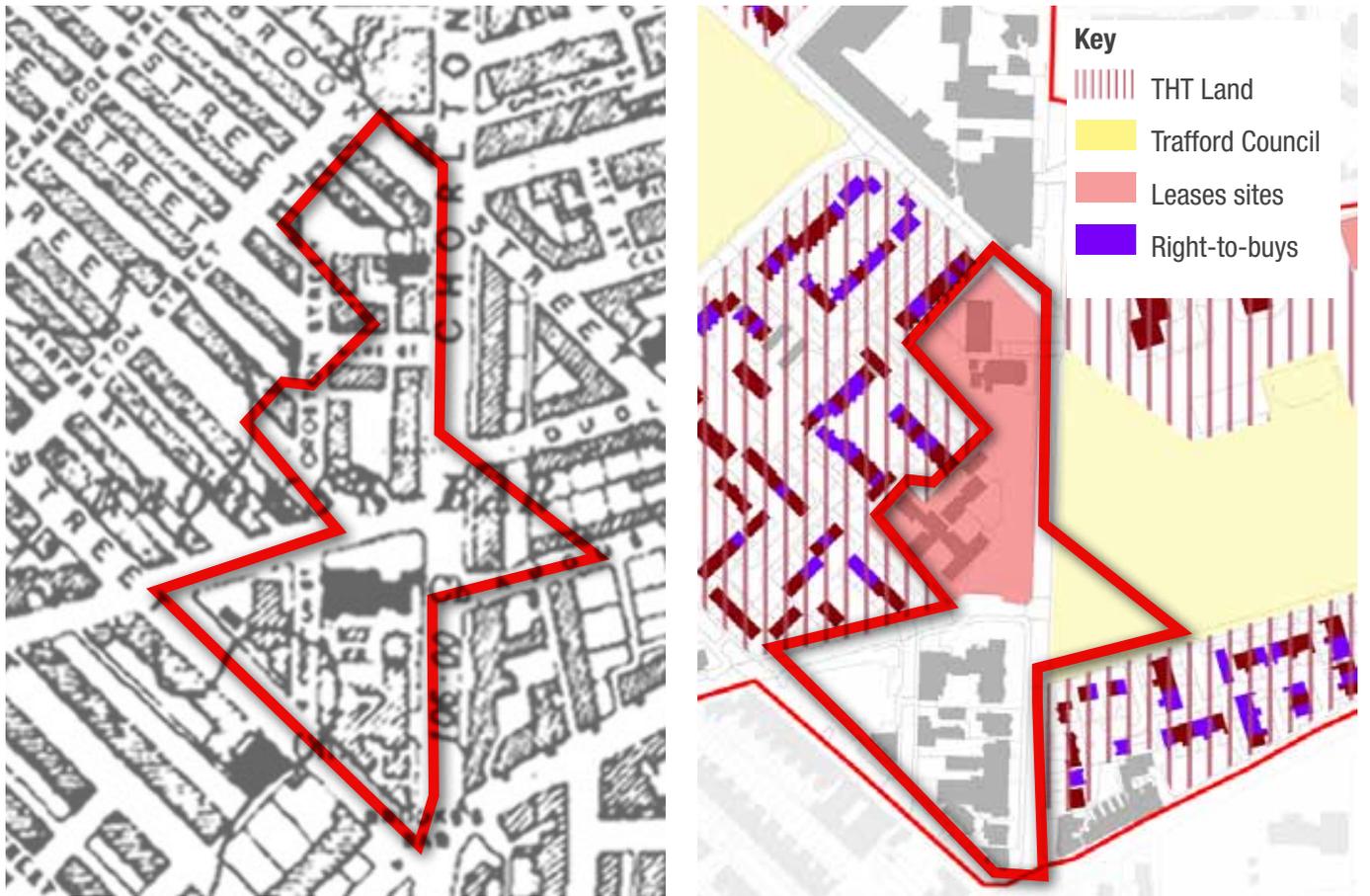
- THT commission an outline planning consent for the masterplan to provide a framework for development.
- Detailed consultation to assess housing and welfare requirements, and facilitation of moving tenants to temporary accommodation (for those wishing to move into new properties) or to suitable long term accommodation.
- As part of the demolition contract key infrastructure should be put in together with the park improvements.
- This would create a series of serviced sites, the first of which would be developed directly by THT (including the social housing re-provision). The later phases could be sold to developers to recoup the investment.



New housing in Freiburg, Germany



3 storey townhouses in Malmö, Sweden



Project 2:

Chorlton Road Gateway

Historically Chorlton Road was a busy street with a mix of businesses and houses. This project would restore part of the street to its former character as a gateway to the area and a community hub. It would be sensible to bring this site forward as part of the Tamworth Neighbourhood redevelopment and the site could accommodate 164 flats as part of the replacement of the Bird Blocks.

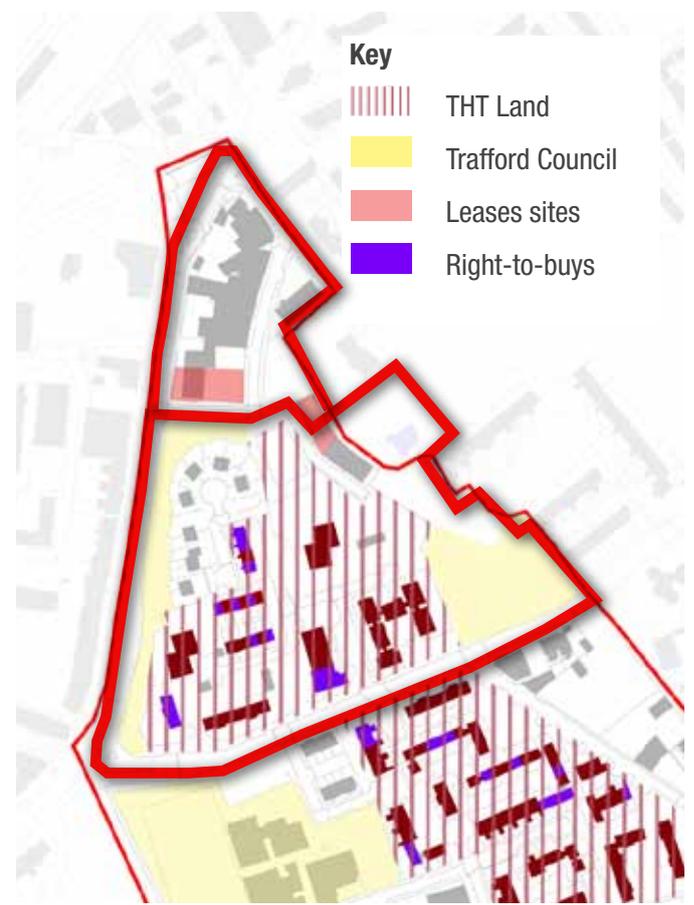
There are a number of development opportunities on Chorlton Road. On historic plans Chorlton Road is an important route, fronted by institutional buildings (although probably not many shops). The design philosophy in the 1960's was however to turn it into an urban dual carriageway (which is how it is shown on the original masterplan for Hulme from this period). As a result all the new development of the time turned away from the road and the road verges were grassed. Only the Sharon Church remains as a clue to what the street once looked like. The result is that Chorlton Road feels hostile, unsafe and dominated by traffic.

The aim of the masterplan is to transform this situation by making it the heart of the surrounding communities as a high street. As the ownership plan illustrates, the northern part of the site is owned by the council and let to the current occupiers. The Hilton Court site is leased as a hostel and there is no intention that this use should be terminated. However our understanding is that the condition of the building and the intentions of the occupier mean that it may come available at the end of the lease and would therefore form an important development opportunity. The sites south of Ayres Road are privately owned but are vacant or have recently been cleared. We have also included a small section of Maher Gardens in order to control both sides of the street. This is likely to be controversial but has been reasonably well received in consultations.

The masterplan proposes development of just under 261 units two thirds of which would be apartments because of the nature of the sites and proximity to the road. These would provide part of the replacement for the Bird Blocks and some could be built in advance to aid decanting. There is also 1,400m² of ground floor commercial space that could be retailing or office space to provide active frontage onto the road. The scheme creates a new node at the junction of Ayres Road and a strong 3/4 storey frontage along Chorlton Road. It would extend southwards to encompass the improvement of the existing properties in Chorlton Road.

The influence of this scheme should extend to the Brooks Bar junction. This is currently a struggling local centre where work is required to improve shop fronts, bring derelict buildings back into use and improve the environment.

Viability and Delivery: This is a complex scheme involving a series of sites in different ownerships. The appraisal has assumed that it would be developed in one go with THT acquiring the privately owned sites. This creates a significant deficit of just under £11 million on a £36 million scheme and therefore clearly cannot happen. However if the scheme is confined to the publicly owned land shown in red and yellow on the plan above left, then there would be a saving of £6 million acquisition costs. If social housing grant is assumed on the apartments the deficit to around £1 million. This could be developed as part of the overall Tamworth neighbourhood scheme and dealt with in the ways suggested on the previous pages.



Project 9
St George's
Gateway



Project 3
The Hullard
Estate



Project 3:

Hullard Neighborhood

The Hullard Estate is entirely reconfigured by the masterplan turning it inside out so that it faces onto the surrounding streets and the park with a Home Zone route through the centre of the area.

The Hullard Estate is the second major redevelopment opportunity for THT. Here the consultations undertaken as part of this study favoured radical action. However we have opted not to pursue the demolition of the two towers in the area because. While this would have been supported by local people the structure of the towers is similar to the Balcony Blocks in Tamworth and can be refurbished. The towers are also on such small sites that their demolition releases very little development land. The masterplan therefore seeks to work around the towers to reconfigure the estate so that it feels much less isolated. In order to achieve this we are proposing the demolition of the vacant Cornbrook Court on City Road (that is on a short term lease) and the redevelopment of Malvern Row shops and walk up flats. We have also suggested the relocation of the leather works factory on Virgin Street to allow us to open up the area to the park. The main elements of the masterplan are:

- An extension to St. George's Park fronted by new blocks to provide overlooking.
- Strong frontages to City Road and Chester Road. The latter is created with a series of single aspect homes on the 10m wide verge.
- The opening up of Cornbrook Park Way as a new route from City Road to Chester Road.
- New housing in a series of new blocks around Princess Court including pavilion blocks overlooking the park.

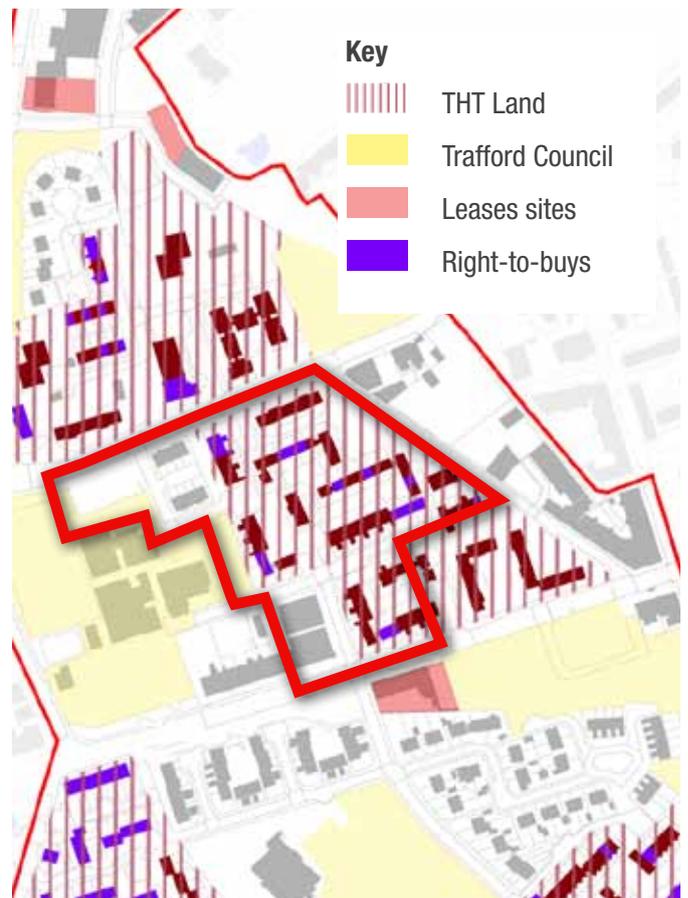
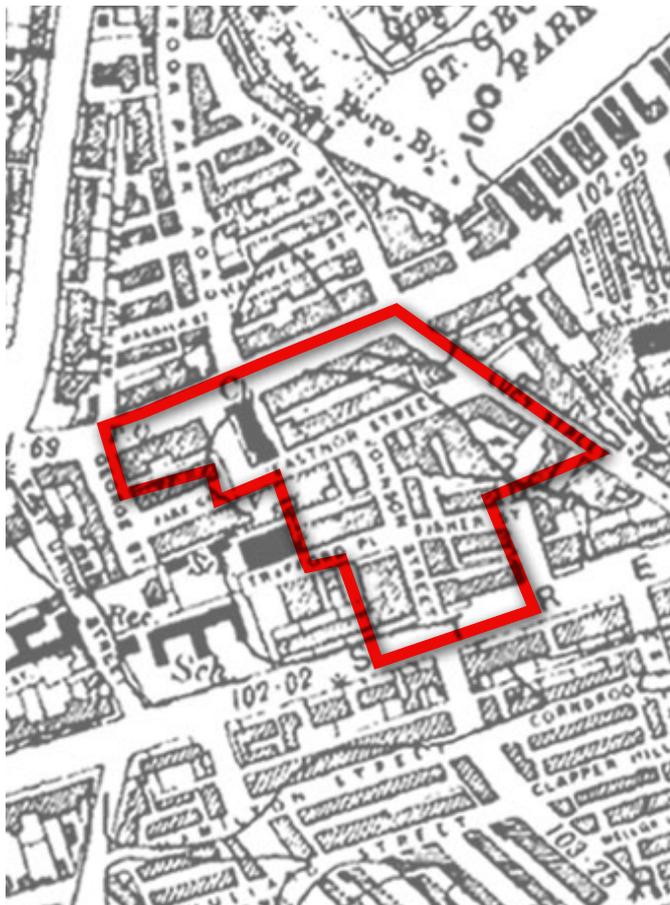
The plan includes 278 new homes including 125 apartments and 153 houses. The apartments would be part of the package to replace the demolished units elsewhere. The scheme would also include the refurbishment of the two tower blocks along similar lines to the Tamworth Estate.

Viability Assessment: The value generated by the development is estimated at just under £40 Million. The costs would be as follows:

- **Land acquisition:** £1.2 Million - Including acquisitions of six right-to-buy flats, compensation for social housing tenants and the relocation of the leather factory.
- **Development Costs:** £34.5 Million - Including demolitions and land remediation, development costs and highways, professional fees and contingency. This includes the extension to St. George's Park and £4.7 Million additional costs to achieve Code for Sustainable Homes Level 4.
- **Finance costs:** £10.7 Million - Including marketing, interest and developers profit. As with Tamworth this could be reduced if THT were to undertake the scheme directly for a management allowance of 5%.

This would leave a £6.3 Million funding gap which would be reduced to £4.1 Million once social housing values and grant are factored in. This is a similar shortfall proportionally to the Tamworth Estate and could be dealt with in a similar way by for example replacing the 15% developers profit with 5% management fee and tapping into other funding sources.

Implementation route: We envisage the implementation route being the same as for the Tamworth Estate, i.e. being progressed through a partnership between the THT and the Council creating a framework for including private developers in a later phase.



Project 4 :

The Rivers

There was strong support in the masterplanning process for the de-Radburning of the Rivers Estate. This involves the creation of a new street network, the reorientation of housing to face onto these streets and infill opportunities.

The Rivers Estate is a classic 'Radburn' Layout in which the housing is accessible from a footpath network while the roads and parking courts are to the rear of the property. This type of layout means that the estate becomes a warren of footpaths and unused communal areas, while people are not able to park their car within sight of their home. It was clear from the consultations that the community are fed up with this layout and amenable to radical change of the kind that has been done on the Alexandra Park Estate in Manchester.

The layout of the estate Rivers Estate is particularly well suited to this process because the old terraced streets on the plan top left, have not been built over. The masterplan therefore involves reopening Eastnor Close and Trafford Place to traffic as Home Zones. This involves the demolition of three properties. It proposes turning the properties around so that the communal areas which are currently at the front of

the house become back gardens. The plan also creates some small infill sites in order to complete the blocks which could potentially accommodate 60 new units. The former snooker hall on Johnson Street is in private ownership but is a further opportunity for an infill scheme.

Viability and Implementation: The de-radburning works to the estate are estimated to cost around £1.3Million. The masterplan shows the opportunity for infill development that, in a stronger market could be used to fund this work. However at the present time the new housing is not viable itself. The costs of the works would therefore have to be found by THT or the scheme would need to wait until such time that the housing generates a surplus. In this respect it is likely that works would be combined with Stretford Road (Project 7) to provide a critical mass of new development to interest a developer and to generate sufficient surplus to cover the works.



Housing in Salford seen on the bus tour with residents



De-radburning scheme in Longsight seen on the bus tour with residents





Stretford Road Masterplan Model showing view from Stretford Road looking towards the North East.



Projects 5 and 6:

The Cliftons and Shrewsbury Street

The central part of the plan explores environmental improvements to St. Alphonsus Fields and St. Brides Field to incorporate more pitches and a new community resource centre linked to the school. Clifton's estate is put forward for environmental improvements, and the Shrewsbury Street Community Centre is redeveloped.

The central part of the masterplanning area is probably the most changed by redevelopment over the years as can be seen from the historic plan. A whole neighbourhood of streets was cleared to create the fields at the heart of the area and this now feels unsafe and isolated. The aim of the masterplan is to turn this space into a park, like Hullard Park that can become the heart of the community. This could be done by improving access to the fields and agreeing new management arrangements between St Alphonsus, the Council, THT and key users. Something similar has been done with the former recreation ground in the Alexandra Park Estate. The work would involve introducing lighting, railings, new paths, tree planting and an astro-turf pitch and a possible resource centre for use by the St Alphonsus School and the locally run football coaching and cricket team. This would include changing facilities currently located on the Community Centre car park as an outbuilding.

There is also a need to improve the housing surrounding the park. Improvements have been undertaken to School Walk and there is limited opportunity to re-configure Lowry Place. There is an opportunity to make environmental improvements to Clifton Estate to address the problems in this area that are exasperated by its poor layout. Like the Rivers Estate the lines of the former terraced streets have not been built over and it is possible to consider a de-radburning scheme as shown on the masterplan so that a network of home zone style streets can create a better connected, more attractive neighbourhood for residents.

There are not opportunities for infill development within the estate but adjacent sites are available on Chorlton Road (see Project 2) and on Shrewsbury Street. The latter includes Isobel Baillie Lodge. This is a THT-owned supported accommodation for older people, currently vacant and used on a temporary basis for community offices. There is also the potential use of the Shrewsbury Community Centre site if this relocates onto the Fahey's Depot (see Project 8).

Viability and Implementation: The costs of the de-radburning works to the Clifton's Estate is likely to be just over £1.8 Million and the works to the park will be about the same. Together with on-costs the capital costs of these environmental works will therefore be £5 Million.

The Shrewsbury Street and Isobel Baillie sites could be developed entirely with housing and therefore are viable even in the present economic. The appraisal suggests that together these sites could accommodate 90 homes with a value of £15.2 million and costs of £14.9 Million generating a small surplus. The Shrewsbury site however could not be redeveloped unless sufficient surplus were created to invest in a new community centre and so the surplus would not be available to Project 5. Indeed the surplus is not sufficient at present to generate sufficient surplus for the new community centre and the project is unlikely to happen until the market improves.

Project 7:

Stretford Road

There is a significant development opportunity at the heart of the study area that can be brought forward with a development partner once the market picks up. This will create a local shopping centre and a gateway to the wider area.

At the heart of the masterplanning area is a significant opportunity on Stretford Road. The land to the south of the road, shown in Yellow on the ownership plan has recently been marketed by the council. This was not successful because of current market conditions. However it is the intention to market the site again in the future in which case this plan should provide a framework for the development brief. There is also the prospect of widening the site to include Trafford and Ryland's Courts that have been highlighted for redevelopment. This creates a more attractive site for a developer and also allows the scheme to address both sides of Stretford Road to transform the character of the street.

The masterplan allows for 256 residential units and around 109 of which would be apartments 147 would be houses, with 1,100m² of retail space fronting onto Stretford Road. The problem with this is that the apartments are not currently viable and put the scheme in deficit. The number of apartments has therefore been reduced, however the location on Stretford Road, the need to fill space over shops, and the scale of surrounding development make some apartments inevitable. There is however a need to replace the flats demolished in Trafford and Ryland's Court and to make a contribution to replacing the demolitions elsewhere.

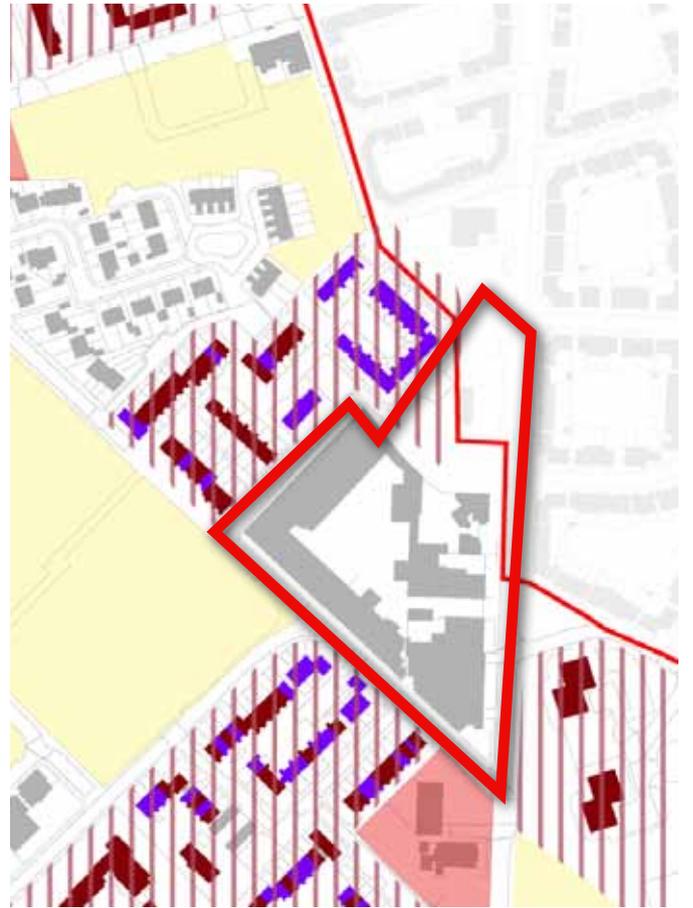
The street network has been designed to make sense of the layout of the Cornbrook Grove scheme to the south. The charrette options masterplan proposed reopening Hamilton Street, but this would take a number of private gardens and

expose the backs of a number of houses. We have therefore proposed a new angled street connecting to Bangor Street and southwards to a new junction with Upper Chorlton Road south of the Kingdom Hall. This re-establishes a street network with the area and will do much to overcome its isolation.

Implementation and delivery: A straight appraisal of the site shows a development value of £38 Million and a deficit of £3 Million. However if social housing grant is factored in for the apartments this deficit falls to less than half a million. This will still clearly not give the council a capital receipt from the sale of Essex Way as they hope. However the market does not need to recover much to make it possible to re-market the site or bring it forward as a joint venture with THT provided that social housing grant can be made available for the apartments.

Mixed use development with flats above, Coin Street London





Project 8:

Fahey's Depot

This privately owned site is being explored as a redevelopment opportunity by the owners. The main part of the site to the rear will come forward once the market recovers. There is however an opportunity on the frontage to create a scheme that incorporates a community facility.

The Fahey's depot is a privately-owned site that has for many years provided employment in the area. The buildings, were once a tram depot and have been occupied by Fahey's for thirty years. They used part of the space for their haulage business and let the remainder to other small businesses. The site also includes Griffith's builders Merchants which is in a separate ownership and a former car wash premises.

Fahey's have been exploring the development potential of the site and have instructed a consultant team to develop proposals for the site. These include an element of retailing, community and business space and residential accommodation following the demolition of all structures on the site. As part of this scheme discussions have been held with the Neighbourhood Management Partnership about a new community facility/youth centre on the site. While Fahey's are only able to undertake the scheme if it is viable, they also have a wish to leave a legacy for the area.

We are aware of the scheme that has been developed for the site based around apartments and significant amount of retailing. Certain elements of the scheme - notably the amount of retailing is likely to cause challenges in terms of planning. The masterplan illustrated to the right therefore shows a scheme with a more modest retail component. This splits into two potential phases:

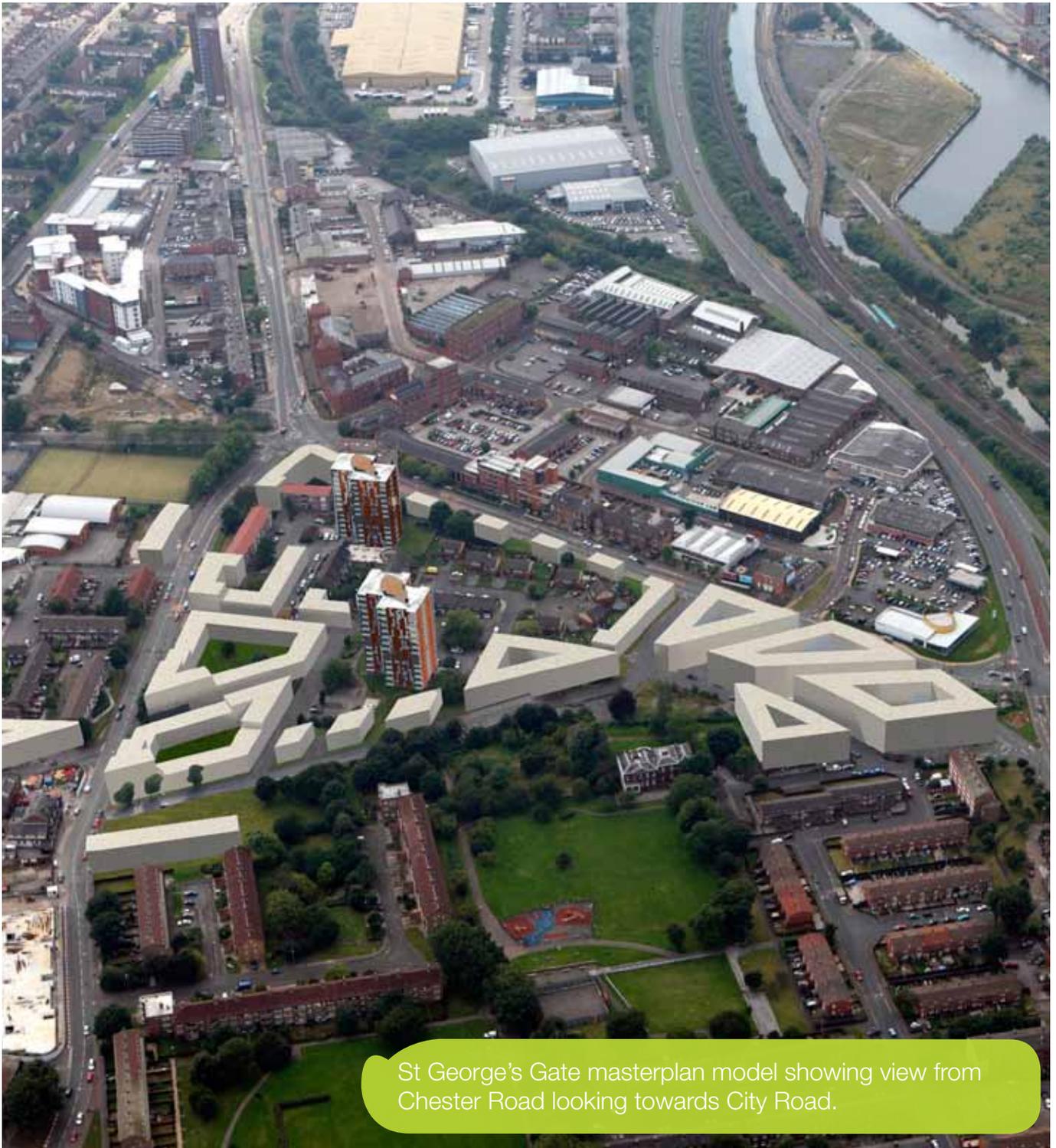
The land to the rear incorporates the majority of the housing. This could be developed as houses but we understand that the owners have aspirations for an apartment-based scheme

once the market recovers. We have therefore not included the residential yield from this site in our figures.

The land on the Chorlton Road frontage south of the Griffith's depot could however be brought forward as an early phase. The masterplan includes a 4,000m² community / youth / workspace facility together with a small 1,000m² supermarket to generate value. The community centre is the subject of a more detail feasibility exercise by EKOS carried out in parallel to this study. It could include the relocation of the Library and Shrewsbury Street Community Centre together with a purpose built youth centre and managed office space for community based organisations and small business.

The illustrated scheme shows the retention of the existing building with a new entrance built onto the corner and a retail unit between the retained building and Griffith's. We are however aware that the building may have deteriorated beyond the point where refurbishment is viable, in which case a new build option would be necessary.

The viability of the community centre is subject to further work but could include a capital receipt for the Shrewsbury Street site and public funding. In terms of procurement the scheme would be developed in partnership with Fahey's in a number of ways. This could include them developing the building and leasing it or selling it to the council.



St George's Gate masterplan model showing view from Chester Road looking towards City Road.

Project 9:

St. George's Gate

In the far north of the area St. George's Gate is an important gateway site that links the Old Trafford area to the city centre. The site forms a natural extension of the apartments that have been developed in the St. George's area, but this will need to wait for a recovery in the market.

St. George's Gate occupies the northern tip of the study area boarding Manchester city centre. In recent years the St. George's area has been transformed through schemes by Urban Splash and Dandara. While this development has stalled in the current market there is scope in the future for development to extend into Old Trafford linking it back into the city centre.

As part of the masterplanning process this area has been carefully examined. It is in private ownership and provides employment. However it also creates a poor gateway into the area and cuts off the Hullard and Rivers estates from the tram stop. The potential importance of the site as a gateway means that the industrial buildings should be removed to allow for an iconic scheme to be developed.

The masterplan shows landmark buildings with a mix of uses at the ground floor, with apartments / offices above. The plan shows four medium rise apartment blocks in a splayed pattern. These are similar to the St. George's blocks and would form a striking gateway onto the Chester Road junction through a set of faceted gables. The ground floor would include commercial space that could accommodate some of the showroom functions on site with ground floor parking to the rear.

There is a judgement to be made on this site. One argument would be that it is so important that it needs to be brought forward in the short term which in turn would rule out an apartment scheme. We have not pursued this option because a house-based scheme would not have the required impact and in any case wouldn't generate sufficient value and yield to fund the relocation of the businesses. We therefore believe that the site is too important to develop as a sub-optimal scheme now and should be held in reserve for a market recovery. This could take ten years but will be worth the wait.

One way of achieving this would be to leave the scheme to the market. The principles of this masterplans could be used as the basis for a planning brief for the site which would encourage developers to see it as a future opportunity. However it may also be possible for the council to take a more pro-active role. While it is unlikely that CPO would be justified without an immediate development prospect, the council could use Growth Point funds to make opportunistic purchases if sites become available. In this way it may be possible to promote a Joint Venture scheme in the future.





Old Trafford masterplan model showing the view from the south.

