



# Bradford City Plan PROSPECTUS

FEBRUARY 2015

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# Foreword

Bradford is one of the biggest and fastest growing Districts in the UK and a key part of the Leeds City Region economy. Business success and jobs growth are essential to the District's future and a strong and vibrant city centre is needed to help secure the economic prosperity and wellbeing of the wider city and District

There is real change happening in the City Centre and this is driving increasing interest from investors and developers in what Bradford District has to offer. We need to capitalise on this growing momentum to drive success faster and further to realise our vision of 'a city centre to be proud of'. The time for action is now!

I am delighted to present the City Plan to you – Bradford's delivery plan for the regeneration of the city centre over the next ten years. City Plan provides the strategy and the route map for the actions the Council, private sector and other partners need to take to create the conditions for business to thrive and drive innovation and skills to create a prosperous, dynamic and well connected city centre.

City Plan also identifies the facilities and support services we need to put in place to make the city centre more attractive to our diverse communities, businesses, investors and potential residents.

City Plan has been prepared in consultation with a range of partners who have a direct interest in the future of the city centre and continued partnership working will be critical to successful delivery of the Plan - the Council cannot do it alone.

We hope that City Plan can inspire you to take advantage of the growing opportunities offered by our City Centre.



A handwritten signature in black ink that reads "David Green".

Cllr David Green -  
Leader,  
City of Bradford  
Metropolitan District Council



# Introduction

The next decade is a crucial period for the Bradford economy. Bradford is one of the biggest and fastest growing cities in the UK and is important in its own right and a strategically important part of the Leeds City Region. Business success is essential to the future economic and social well-being of the city centre and district. Business success will generate the wealth and the jobs needed to enable people in Bradford District to live well and '*create a city to be proud of*'.

## CITY PLAN

City Plan is the delivery plan and framework for partnership working to achieve a decade of regeneration and economic growth in Bradford City Centre.

It sets out the strategic plans and actions we will pursue with our partners to drive economic growth, create a vibrant, distinctive and attractive place, and provide the homes, educational opportunities and other services and leisure provisions that will help build a sustainable city centre.

Bradford has a proud industrial heritage built by entrepreneurs and innovators who have married new ideas and technologies to the energy and skills of successive generations of people who have made the district their home.

The district has great assets to draw upon. We are a big economy with globally successful businesses, a diverse and enterprising population, strong knowledge institutions, a world class cultural offer, attractive urban and rural environments, a tradition of private and public partnership and increasing momentum provided by the regeneration of our city centre.

## THE CHALLENGE

Our challenge is to build upon these strengths and growing momentum to address acknowledged weaknesses. We will do this by addressing the three main themes of Producer City, the district's economic strategy. These are:

**Creating the conditions for business** – to make the city centre a great place to set up, grow and run a business.

**Making innovation and skills work** – in association with the university and college, putting innovation, knowledge creation and higher skills at the heart of our economy

**Trading on our culture of enterprise** – building on our strengths to compete in the global economy

In doing so we will create a dynamic, well connected and distinctive city centre that also meets the needs of the district's diverse communities and is attractive to developers, investors, visitors and home seekers.





## Role of City Centre

### CENTRE OF A BIG ECONOMY

Bradford district today is a big economy. By size we are the 8th largest economy in England. We have over 15,200 businesses which generated 8.7 billion of added value into the UK economy. Bradford is also forecast to be one of the fastest growing economies in the North of England. New investments have changed our profile and Bradford has seen a 20% increase in Grade A office rents since 2010 and retail expenditure growth by £58 million between 2008 – 2010.

The district has the 10th fastest population growth in the UK and unlike many other UK cities, our young population is increasing. The number of people living in the city centre grew by 22.3% between 2001 and 2010. Our young people are also particularly entrepreneurial and in 2011 more than 300 new businesses were started in our city centre.

Our city centre enjoys a substantial, high quality, architectural heritage. There are over 100 Listed Building entries comprising over 300 individual addresses. A programme of Heritage Street enhancements has been carried out which has transformed much of the city centre environment. Perhaps the most significant investment in the city centre has been the delivery of City Park. This award winning space now has its own events programme which, since 2012, has attracted over 500,000 visitors over the course of the year and generated an estimated £7 million for the local economy.

There is now a strong cultural and visitor offer across Bradford and 1.2 million visitors per year are drawn to the top five visitor attractions. Bradford is also the world's first UNESCO City of Film and boasts the National Media Museum. In 2012, this facility received over half a million visitors.

### CITY CENTRE FACTS

Fundamental to our past, a vibrant and successful city centre is also vital to the district's future.

The city centre is the key location for employment in a district with a growing population of 526,000, and the place where investment and activity can combine collectively to maximum benefit. It is home to over 2000 businesses (1 in 6 of all jobs in the district) which generate 31% of the District's GVA. These include 10,000 jobs in the financial and business services sector; 12,000 in the public sector; 3,500 retail jobs; and significantly for the city over 3,800 jobs in higher and further education. Future growth is predicted to be in financial services, digital and creative industries, retail and leisure, and in higher and further education.

It is the primary location for further education in the district and boasts over 12,000 students at the University of Bradford (with ambitious expansion plans for the next 10 years) and around 20,000 further/ higher education students at Bradford College.



In addition it is a growing location for homes and apartments with over 1970 dwellings (mainly flats) in 2011 and with a growth target of 3,500 additional homes to be met over the next 15 years.

Finally, the city centre is an important shop window to the district – the area with the highest concentration of visitor related facilities and services and a key visitor destination which is attracting increasing numbers of visitors. These include an estimated 25m shoppers, 4m visitors to city park, around 500,000 visitors to the Media Museum including Bradford City of Film and over 250,000 theatre goers. The completion of the Westfield Broadway development in 2015 will increase this footfall by an estimated 9m additional visitors by 2017, as well as providing 2,500 new jobs.





## Recent Progress: The Changing Face of Bradford

At the start of the 21st century the city was experiencing serious challenges in a number of key areas including a failing property market, a weak commercial sector, poor retail offer and a poor image, resulting in low visitor numbers and an underperforming economy for a city of its size.



However here in 2015 we are now seeing significant signs that the city is beginning to successfully address these challenges and turn around its fortunes, reflecting the growing confidence that Bradford has in itself, and which others have in the city.

One indicator of this renaissance is that the city centre has been the focus of significant recent investment.



### Highlights include:

- » Construction of new 113,000sq ft Grade A office by Provident Financial Group and new Jury's Inn hotel (Opened 2010)
- » The relocation of two significant company headquarters to the city centre in Little Germany (2012) and Aldermanbury (2014).





- » Significant new homes including the £40m 'The Green' student residential development – the first student accommodation in UK to achieve a 'BREEAM Outstanding' rating (Opened 2011)
- » The multi - award-winning City Park – significantly raising the profile of the city centre (Completed 2012)
- » Two additional hotels - Premier Inn and Travelodge (Completed 2011 and 2012)
- » Significant College and University construction programmes in the 'Learning Quarter' totalling more than £240m in value.

Other investments include:

- » Heritage Streets – a comprehensive public realm improvement programme for key city centre streets
- » A package of improvements for public transport enhancements, walking and cycling in the city centre including – information, smart cards & integrated ticketing
- » City Centre Growth Zone:- business growth incentive scheme. £35 million to provide funding for business rate relief and capital works to city centre businesses who create new jobs. To date this has resulted in 100 successful applications and the creation of over 400 new jobs
- » The development of an annual, city centre events programme.

The value of investment on site in 2014 has been estimated at over £500 million.

## A CITY ON OUR WAY

Whilst it is too soon to say we are a 'city transformed' there is little doubt that we are undergoing visible and tangible change. Successful developments, our institutions and our entrepreneurial population, are all helping to create a new climate of confidence in Bradford - both for those who live and work here, and also, critically amongst those who might seek to invest. But this is the start of the renaissance not the finish. As the city continues to emerge from recession into a new, increasingly optimistic future, our ability to build on these investments, success stories and productive partnerships remains vital.

## LOOKING FORWARD

Bradford needs to have a secure distinctive role that is complimentary to neighbouring towns and cities. We need the city centre to deliver to its full potential to create jobs, homes, education facilities and new commercial development for the benefit of the whole of the district, and to maintain and enhance the city's position at a time of enormous opportunity and challenge. We also need to ensure that the priorities for the city centre are reflected in budget allocations and the delivery plans of the Council and its partners.

Looking forward Bradford needs to:

- » Focus on the city centre economy as a whole – creating, making and trading goods services and ideas
- » Develop a clear offer that plays to our distinctive assets and strengths
- » Provide the leisure services and facilities that businesses, customers, residents and visitors demand
- » Continue to create jobs, attract investment, generate income and contribute significantly towards economic growth
- » Build on the impetus generated by an increasingly successful track record, and the upturn in new business and developer interest.





## The Challenges

Further success is within our grasp but it will be hard won and will require clear planning, effective coordination and delivery activities that focus on agreed priorities.

Some key challenges include:

- » **Continuing to facilitate new development** by coordinating funding bids to advance priority projects, drawing down resources channelled through the Leeds City Region LEP. We also need to develop innovative mechanisms to unlock development projects, which could include the use of City Council assets, prudential borrowing and public-private partnership arrangements.
- » **Minimising the negative impacts of reduced public sector funding** so that we can continue to provide high standards of policing, management and maintenance and other services.
- » **Capturing the potential of Bradford's rich diversity and making it count.**
- » **Ensuring that our growing young population is well educated and skilled.**
- » **Achieving high-quality developments and building maintenance.**
- » **Reducing the carbon footprint of the city centre**, by delivering sustainable developments and encouraging more environmentally responsible and healthier lifestyles.
- » **Improving accessibility** to make sure that the city centre is welcoming, relevant, safe and attractive to all, and making it child-friendly and dementia-friendly.
- » **Reducing worklessness and poverty** - ensuring that the district's communities have the right skills to take advantage of new job opportunities in the city centre.
- » **Gearing up for direct delivery or joint venture arrangements.**
- » **Developing fruitful delivery partnerships and stronger relationships** with key owners, developers, investors and communities to ensure success is delivered.



## The Vision

City Plan sets out a future direction for our city to underpin a decade of delivery. It is a call to action by the Council and its many partners, in recognition of the intense competition between UK cities for new investment in homes, jobs, education, transport and retail.

Our vision for the future of Bradford city centre is simple yet suitably challenging.

*'Bradford city centre will be a place that promotes pride, well-being and aspiration'*

To achieve this we will need to pursue a wide ranging programme of targeted actions which address our challenges and take advantage of opportunities.







## Implementation

### OUR COMMITMENT

City Plan has been prepared by the Council in consultation with a range of partners who have a direct interest in the future of the city centre. The list includes the University and College, leading businesses, retailers, voluntary groups, heritage organisations, investors and agencies across all sectors and representative organisations.





## OUR APPROACH

The following are critical foundations to effective delivery.

### STRONG LEADERSHIP AND GOVERNANCE

City Plan projects and activities will be directed by the public/ private sector Producer City Board, and its three sub-boards.

### ADOPTION OF THE PLAN

Adoption and endorsement of the plan will enable the Council and its partners to work to a shared set of priorities and plans.

### WORKING AT A RANGE OF SCALES

Implementing developments and initiatives at a range of scales – S / M / L / XL / XXL – to enable and support incremental change as well as transformation.

### EFFECTIVE DELIVERY PARTNERSHIPS

A number of partnerships are already in place with potential joint venture arrangements being explored on a range of future projects. City Plan also encourages stronger links with the Leeds City Region.

### 'DEVELOPMENT FRIENDLY' REGULATORY PROCESSES

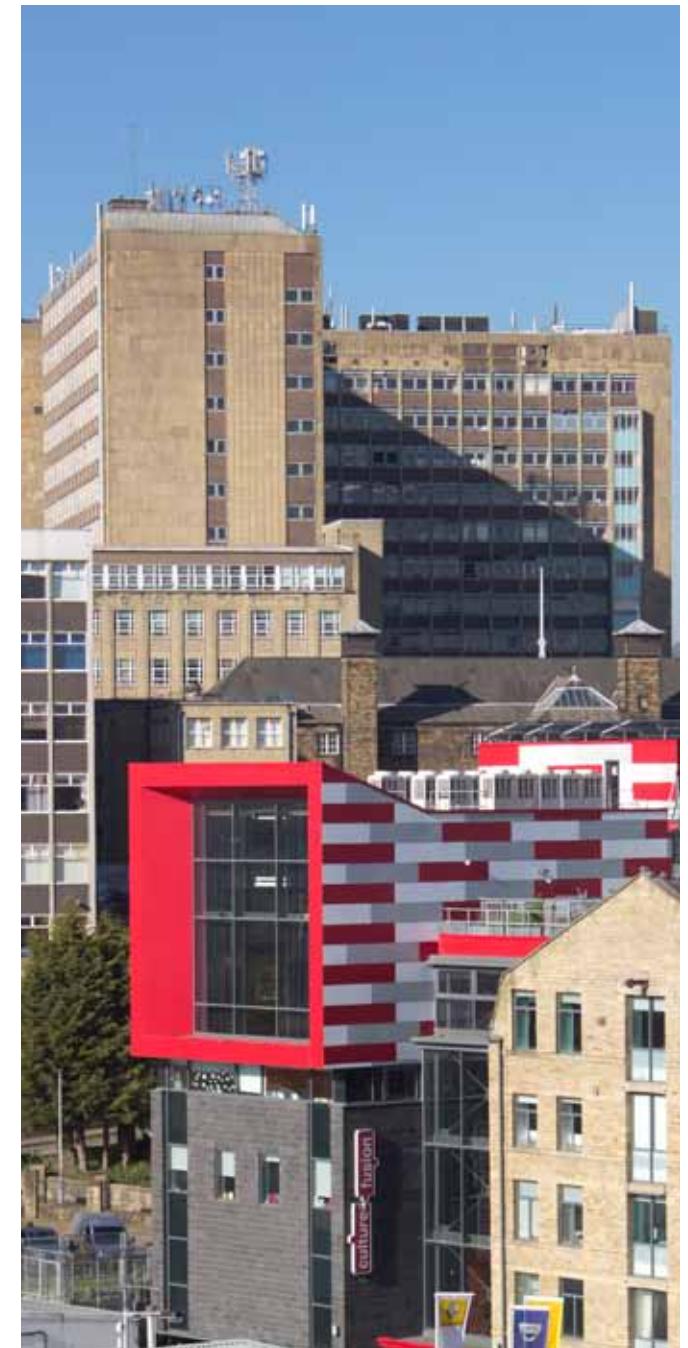
Having a 'can do' attitude, including 'development friendly' planning and other regulatory processes.

### EFFECTIVE CITY CENTRE MANAGEMENT AND MARKETING

The preparation of a city-wide marketing plan and management plan are two priorities for City Plan.

### HAVING A CLEAR LIST OF PRIORITIES

Our approach to the delivery of City Plan centres on a prioritised action plan which we have called the *Five Point Plan*; and a series of five priority locations for action which we have called 'Pulses'. Taken together they form the '*Pulse Plan*'.



## THE FIVE POINT PLAN

This is the core of City Plan. The Five Point Plan draws together a series of actions and activities into a prioritised list. Some of the actions are project focussed but many concern enabling or supporting activities, in keeping with a holistic approach. Proposed actions are framed around five strategic outcomes which are as follows.

**1**

Bradford City  
Centre as a  
Place of Dynamic  
Business &  
Entrepreneurship

**2**

Bradford City  
Centre as a Centre  
of Excellence for  
Learning

**3**

Bradford City  
Centre as an  
exemplar of 21st  
Century Urban  
Living

**4**

Bradford City  
Centre as a Major  
Transport Hub

**5**

Bradford City  
centre as a  
Destination &  
Experience





## FIVE POINT PLAN OUTCOME 1: BRADFORD CITY CENTRE AS A PLACE FOR DYNAMIC BUSINESS AND ENTREPRENEURSHIP

### THE OPPORTUNITY

Bradford District is a significant economy, with 14,500 businesses employing almost 200,000 people and generating £8.3bn of added value to the UK. Following the recession, there is good evidence that business performance in Bradford is improving, creating opportunities to capture a new growth momentum in the city centre.

The city centre is the economic focal point for the district and is today home to over 2,000 businesses that support 22% of jobs and generate 31% of the district's wealth. There are approximately 37,000 employed in the city centre. Bradford is forecast to be among the fastest growing economies in the north of England over the coming years (Yorkshire & Humber Regional Econometric Model). As a location for key sectors with identified potential for growth such as retail, business services and creative and digital industries, the city centre must play a vital role in our economy.

Some critical assets are already in place, including:

- » Bradford University and Bradford College in the city centre, providing a focus for innovation and higher value enterprise development;
- » Collaborative business networks, bringing existing and growing businesses together;
- » City Park increasing confidence in the city centre as a business location;
- » Recent growth of investments in new commercial, educational and retail development;
- » The city centre designation as Bradford's 'Growth Zone', which has helped to raise the profile of the centre as a business location and provides significant incentives to set up new businesses in the City Centre;
- » Growing international business links, particularly in manufacturing sectors and food; and
- » A reputation for generating young entrepreneurs.

### THE CHALLENGE

The city centre needs to become a recognised business investment choice and showcase for Bradford as a 'Producer City'. Key business sectors have recognised potential for growth in the city centre, including professional & financial services (PFS) and creative & digital industries (CDI). In addition, we need to build on our existing strengths in further & higher education, and continue to grow our retail and leisure offer. However, delivering the right conditions for these growth sectors to thrive in Bradford city centre represents significant challenges. There is a pressing need to improve the supply of Grade A office space which will help to attract businesses in the knowledge economy, while promoting raised levels of educational attainment and workforce skills to fuel long-term economic growth.



Tuesday October 7 2014

# Business Insight

THE TIMES

**Fountains of pride**  
Pages 2-3

**Forum's vital views**  
Pages 6-7

## Bradford redefined

## PRIORITY ACTIONS

### VISION

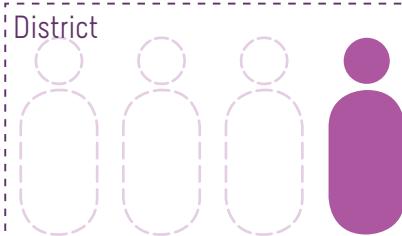
*Bradford city centre will be a primary focus for the growth of the district's economy. It will offer the space, infrastructure, networks and support services that will inspire entrepreneurs and build confidence for new investment, enabling key sectors to grow in the city centre, increase the number and value of private sector jobs, and enable the city to play a key role in the competitiveness of the wider City Region.*

To achieve these business & enterprise related outcomes, we will:

- » Direct and plan for city centre enterprise and to identify and address the barriers facing new and growing businesses seeking opportunities in the city centre;
- » Accelerate property investment prospects to create a genuine central business district for the city;
- » Provide a range of attractive & creative spaces for business & enterprise growth in the city centre; and
- » Create a focused approach to accessing support systems is critical to improving service quality and take-up by city centre businesses.

A range of actions have been identified over the next ten years to meet these objectives. The following are our immediate priorities.

1. Develop a city centre **Enterprise Prospectus** highlighting the full range of assets, opportunities and support networks for enterprise development in the city centre.
2. Deliver targeted and bespoke **CDI sector business support** to pre-starts, new and existing SME's in the city centre.
3. Prepare a '**trading portfolio**' of key development sites in the city centre in order to 'sell' the investment opportunity to developers, agents and potential occupiers.
4. Deliver the '**Digital Exchange**' business incubator in Little Germany as the first project of the University Enterprise Zone in digital health innovation.
5. Develop a **film production hub** (including post film production) in the city centre linked to the university/ Bradford College/ City of Film and Bradford Film Office.



**75%** Job vacancies hard to fill  
due to a shortage of skills

**1 IN 6 ADULTS WITH  
NO QUALIFICATIONS**



City Centre

**88%**

University of Bradford students go on to  
employment or further education

## FIVE POINT PLAN OUTCOME 2 : BRADFORD CITY CENTRE AS A CENTRE OF EXCELLENCE FOR LEARNING

### THE OPPORTUNITY

Bradford city centre is fortunate to house the two major educational institutions of the University of Bradford and Bradford College. Our University employs nearly 2,500 staff and has over 12,000 students (half of which come from within the district) and Bradford College has over 20,000 students enrolled on over 1,000 courses. The ongoing development and growth of the University and Bradford College as key assets for Bradford is vital. The city centre is also home to a number of leading learning and training providers such as Aspire-i, Skills for Work, Forster's Community College, and the Apprenticeship Training Agency. There is now the opportunity for the city centre to act as the focus for learning, to bring together the various programmes and initiatives that already exist to provide a clear future offer.

Bradford has one of the fastest growing and youngest populations in Europe, a large proportion of which live in close proximity to the city centre. At the same time, significant growth is now planned for the residential population of the city centre with a target of 3,500 new homes identified through the Area Action Plan (AAP). This will create considerable new demand for and opportunities to plan proactively for education.

A strong education and skills base is fundamental to Bradford's ability to attract investment, grow local businesses and maintain good quality employment opportunities for all. The city centre has a critical role to play in the future of education, skills and learning for the district, and therefore a framework for promoting excellence in education in the city centre activity is a key component of City Plan.

### THE CHALLENGE

The rationale for delivering excellence in learning in the city centre is clear. Many of the tools to achieve this are already in place, however there are challenges that we must now address if the city centre is to perform to our aspirations. Specifically, there is a need to:

- » Maximise the benefits of the ongoing growth and investment in the University and College
- » Embed the Learning Quarter as part of the city centre
- » Deliver an integrated Learning and Skills offer in the city centre
- » Address the underlying issues of basic and adult skills attainment
- » Secure stronger links between learning providers and businesses.



## PRIORITY ACTIONS

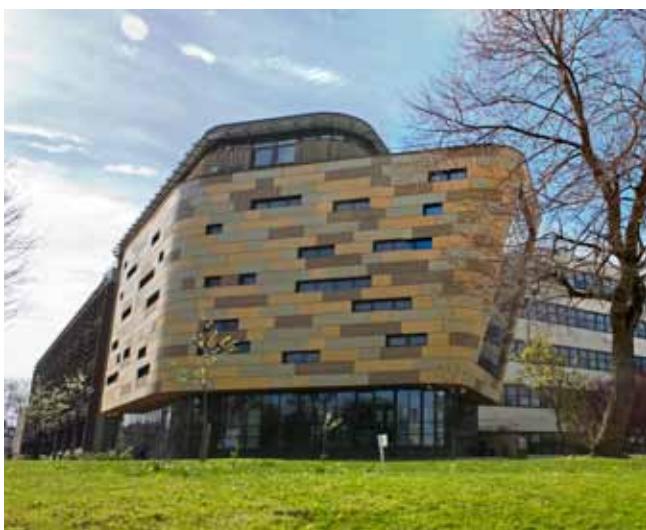
### VISION

*Bradford City Centre will become the primary location for integrated skills and learning in the district. It will promote excellence and access across all forms of education, building on the existing major assets of the University and Bradford College and coordinating new activity linked to business and residential investment in the city centre.*

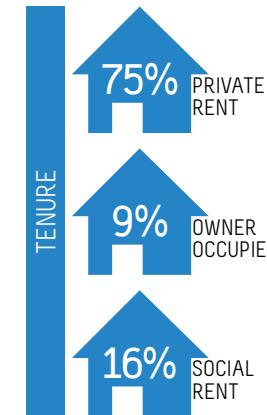
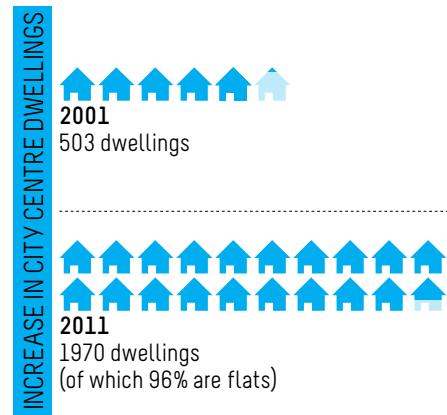
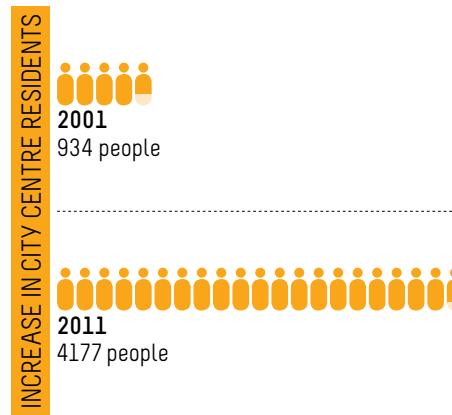
To achieve these outcomes we will:

- » Enable the University of Bradford and Bradford College to meet their growth and quality objectives
- » Better connect the University and College into the city Centre
- » Enhance relationships between learning establishments and city centre businesses
- » Increase interaction between city centre learning establishments and wider Bradfordians
- » Achieve a substantial improvement in adult skills and training through increased involvement.

A range of actions have been identified over the next ten years to meet the five objectives. The following will be our immediate priorities:



1. Continue to support the university and Bradford College's plans to *deliver the next phases of the Learning Quarter* (including Listerhills Triangle; the University Enterprise Zone Health and Well-Being Centre; and the Bradford College Advanced Technology Centre) including assistance with site assembly, policy alignment, and enhanced key account management.
2. Target inward investment to key sectors/clusters for businesses which align with the university and college's existing and future specialisms and support business to business opportunities.
3. Establish enhanced physical links and *integration of the Learning Quarter with the rest of the city centre* including the reinvention of the Thornton Road and the establishment of satellite learning facilities. Encourage integration of student life and participation in the wider city centre.
4. Work with Westfield and others to *deliver a city centre Retail Academy by Spring 2015* to provide retail, leisure and hospitality skills training.
5. Create more opportunities for work placements in local businesses for undergraduates and other students to gain experience of business needs as part of their core studies.



## FIVE POINT PLAN OUTCOME 3: BRADFORD CITY CENTRE AS AN EXEMPLAR OF 21ST CENTURY URBAN LIVING

### THE OPPORTUNITY

Whilst the UK trend towards greater urban living and urban lifestyles has been less pronounced in Bradford than in many other cities over the past decade and a half, Bradford city centre has witnessed slow but steady growth in its residential population. The 2011 UK Census reveals a steady increase in both people and dwelling numbers between 2001 and 2011. There are 4,177 city centre residents (55% of which are students) and 1,734 dwellings.

The restricted market has meant that Bradford city centre has not suffered a similar fate to other city centres, where an oversupply of apartments proved impossible to sell during the recession, and where many still remain empty.

The housing market is showing signs of a recovery, and the Council has identified an opportunity through its Local Plan to permit the construction of 3,500 new dwellings within the city centre. New schemes are now in the pipeline to lead a resurgence of interest. Greater encouragement is, however, needed to bring about a step change in the quality and nature of the city centre's housing offer, and the rate of delivery.

We want to cement the reputation of the city centre as a great place to live at any stage in life. The city centre can provide good homes for Bradfordians and help to attract new residents to the district to live in the city centre.

### THE CHALLENGE

Achieving this outcome in Bradford city centre represents one of the biggest regeneration challenges over the next ten years and beyond. Specifically, there is a need to:

- » Stimulate an underactive market to reveal the potential;
- » Achieve a level of building activity that is ambitious and focussed on sustainable growth;
- » Ensure housing choice in terms of tenure and size to improve access and meet more local needs;
- » Ensure new city centre homes are attractive, well designed and capable of offering a high level of residential amenity;
- » Consider alternative ways of providing new housing;
- » Ensure other strands of regeneration activity maintain a good pace, to continue to improve the image of the city centre and broaden the appeal of city centre living to a wider range of households; and
- » Address the number of empty homes and stalled developments in the city centre.



## PRIORITY ACTIONS

### VISION

*Bradford city centre will provide an excellent place to call home, allowing people from many different households the opportunity to benefit from the advantages of city centre living. Strong leadership and greater involvement by the Council in delivery activities will help to stimulate the city centre housing market in the short to medium term, with wide reaching benefits for the city's economy and image.*

In meeting the challenges evident in securing new housing and to establish how the desired outcome can be achieved we will:

- » Stimulate the market to ensure the city centre's housing offer improves the overall housing options in the district
- » Create a physical concept for development which recognises the benefits of mixed households and supporting uses in close proximity
- » Secure investment in high design standards for homes within an attractive living environment
- » Deliver a substantial reduction in empty upper floors and vacant buildings through conversion to dwellings
- » Implement appropriate standards of living

accommodation, and a reduction in the amount of sub-standard homes.

A range of actions have been identified over the next ten years to directly meet these five objectives. Our immediate priorities are as follow:

1. *Direct delivery by the Council through small scale developments or pilot schemes, to stimulate demand and catalyse activity by the private sector.*
2. *In association with UNIPOL, Incommunities, other key housing partners and the university, develop a housing strategy and delivery plan for the delivery of 3,500 quality homes in the city centre by 2030.*
3. *Prepare outline plans for the creation of 'urban villages' at the 'Top of Town' and Little Germany/Cathedral Quarter.*
4. *Explore the feasibility for the conversion of upper floors and vacant buildings for residential use. Establish and implement a pilot scheme for the upper floor development of a vacant listed building.*
5. *Prioritise and articulate the high standards that the Council expects for all development. Prioritise enforcement of standards.*





## FIVE POINT PLAN OUTCOME 4: BRADFORD CITY CENTRE AS A MAJOR TRANSPORT HUB

### THE OPPORTUNITY

Bradford lies at the heart of the north of England and is connected to Leeds, York and Kingston upon Hull in the east and Central Lancashire, Manchester and Liverpool in the west. The city has excellent sub-regional connections with a considerable network of transport infrastructure. The city is also served by Leeds Bradford International Airport which has over 3 million passengers a year (2012) and is forecasting, and planning for, major expansion.

Bradford is a busy metropolitan city. On an average weekday nearly 200,000 vehicles enter the centre over a 24 hour period. The city is generally well served by public transport with two railway stations at Forster Square and the Interchange where the bus station is also located. Over 30,000 people per day travel into the city via either bus or train. Over the past 5 years there has been a 20% increase in the number of people travelling into Bradford by train and both stations combined have in excess of 5 million passengers per annum.

We have already secured major improvements to the pedestrian environment of the city centre through a programme of upgrading the city streets, and the delivery of the flagship City Park.

The wider ambitions for City Plan place a clear focus for increased activity in the city centre as a priority. In order to facilitate the scale of change envisaged, it is important that the city centre acts as a transport 'hub' where the cars, public transport, walking and cycling all work together so that the city centre is connected both to Bradford residents and the wider world.

### THE CHALLENGE

The approach to future transport in the city centre has much to build upon. Much of the infrastructure is in place, recent investments have made a significant difference to how people move around the centre and there are plans emerging for further improvements. However, in delivering the proposed movement strategy for City Plan a number of challenges remain:

- » Developing an integrated response that considers cars, public transport, cyclists and pedestrians;
- » Maximising the potential of the West Yorkshire Plus Transport Fund;
- » Addressing the detailed issues in the Local Transport Plan;
- » Prioritising investment;
- » Ensuring the right approach to major projects;
- » City centre congestion & air quality improvements;
- » Expanding our national rail connectivity;
- » Accommodating the scale of growth in housing and employment planned; and
- » Improving our points of arrival and gateways.



## PRIORITY ACTIONS

### VISION

*Bradford city centre will have a well-connected and adaptable transport system where people have a choice of quality travel options. The City will have a more efficient and reliable network with enhanced legibility to help people move about more freely than they do today. And perhaps most importantly, Bradford will be a more pedestrian and bike-friendly city with an outstanding public realm and quality living environment.*

In delivering an integrated and sustainable approach to transport in our city centre we will secure:

- » A well connected and adaptable city: Delivering a world class, easy to use, integrated transport system into and around the city centre.
- » An efficient and legible city: Getting the best use of existing infrastructure whilst considering the appropriate hierarchy of priority for public transport, walking, cycling and the private car.
- » Creating a walkable and bike friendly city: Critical to the success of City Plan is the requirement to create an outstanding pedestrian environment that is well connected, safe and a pleasure to use.

A range of actions have been identified over the next ten years to meet these objectives. Our immediate priorities are as follows:

1. *Develop a single action plan for transport based on City Plan recommendations.*
2. *Pursue measures that will enhance the quality and capacity of Bradford's rail network into the city centre in particular through improvements to the quality and service of the Caldervale line and making the city centre 'HS2 ready'.*
3. *Deliver high quality public transport corridor improvements into the city centre*
4. *Prepare a car parking strategy for the city centre in the light of current and predicted user numbers. Implement the Bradford city centre Variable Message Signing (VMS) project as an initial measure to reduce congestion in, and help people adapt to changes in usage of the city centre.*
5. *Develop a modern pedestrian way-finding strategy in conjunction with city centre management, in order to improve legibility of the central area.*

£ Tourism  
= 140,402,000



## FIVE POINT PLAN OUTCOME 5: BRADFORD CITY CENTRE AS A DESTINATION AND EXPERIENCE

### THE OPPORTUNITY

The inter-play of different cultures, industrial heritage, and architecture has generated a distinctive and fascinating culture in Bradford bringing energy and vibrancy in equal measure. Recent and ongoing investment, most notably at the award-winning City Park and the Westfield Broadway shopping centre are prime examples of how the city centre is asserting itself as an exciting cultural and leisure destination.

The city centre already accommodates a number of significant cultural venues. To name just a handful: the National Media Museum (a branch of the Science Museum and including the largest IMAX cinema in Yorkshire) is a tribute to Bradford's unique contribution to British filmmaking; the Council owned and managed Alhambra Theatre enjoys huge patronage, drawing top touring productions; whilst St George's Hall offers a 1,600 seat leading concert venue with plans for its improvement and refurbishment currently being developed.

It goes without saying that Bradford's UNESCO City of Film designation is a badge that any city would be proud to wear.

Added to this is a strong tradition of festivals and events, many of which celebrate the distinct cultural blend within the district. These include the renowned World Curry Festival, as well as the annual Bradford Festival and the Bradford Film Festival. However, the Asian influence that is so much a part of the district's retail and restaurant offer, with leading Asian fashion stores and restaurants drawing trade from across the country, has yet to significantly permeate the city centre.

The vibrant and animated cultural scene is played out against a backdrop of fine Victorian buildings, which underpin the city's heritage tourist industry. New investment in high quality public realm is aimed at creating the right setting for the city's built fabric, as well as creating a more attractive environment.

### THE CHALLENGE

The challenge is to focus energies on a series of actions that will develop the city centre as a key visitor attraction and make it much more successful in attracting visitors from near and far. Negative perceptions of Bradford that are held both in the region and further afield must be overcome.

Specifically there is a need to:

- » Better understand the performance of the city centre as a visitor destination, as a basis for moving forward with targeted actions;
- » Develop a more coordinated approach to the management and marketing of the city centre;
- » Continue to invest in the public realm and ensure good connections between the city centre's component parts;
- » Encourage a good balance of mainstream and independent traders to distinguish the retail offer so that it can compete with other retail destinations and with online shopping;
- » Develop the evening economy;
- » Ensure a rich programme of events and leisure opportunities; and
- » Continue to encourage new cultural and visitor attractions.



## PRIORITY ACTIONS

### VISION

*Bradford city centre will be a destination of choice for leisure and shopping for residents of the district, with a unique and attractive offer which is distinctive from other centres. The city centre will welcome visitors from the UK and overseas, who will be attracted by its rich cultural offer, excellent services and vibrant street life.*

Investment in the development of culture, retail and leisure is an essential component of the city centre's future. The importance of a good cultural offer in attracting investment is well documented and is fundamental to the wider aims for the city centre. To make Bradford city centre a more attractive and vibrant destination and experience we will:

- » Establish and maintain a viable and attractive retail experience with an excellent choice of convenience and comparison shopping.
- » Secure a thriving evening economy which attracts all types of visitors including families.
- » Deliver a world class, vibrant cultural experience.
- » Create a local regional, national and international reputation, reflected by increased visitor numbers.



A range of actions have been identified over the next ten years to meet these four objectives. The following actions are our immediate priorities:

1. *Establish a retail strategy for the primary shopping streets and highlight those areas where comparison retail activity should be focussed. To include plans and proposals for the future markets offer in the city centre.*
2. *Reinforce the 'Top of Town' as an important convenience and independent retail destination, and as a key arrival point with excellent public transport connections, car parking capacity, and accessible public realm.*
3. *Manage and maintain the city centre to the highest standards. Develop a Destination Management Plan with partners*
4. *Work with centre managers, retailers and businesses to develop an Evening/ Night time Economy Strategy that is family friendly and appeals to all.*
5. *Seek to grow the cultural offer in the city centre including the redevelopment of the Odeon as a large modern music venue; the refurbishment of St George's Hall as a concert venue, and the delivery of a new city centre based sports facility. Work to attract more privately run and commercially sponsored events and facilities.*



## The Pulse Plan

The City Centre Pulse Plan (comprising 5 separate Pulse areas) establishes principles and illustrates regeneration propositions for key locations in the city centre where points of interface between different city activities come together and where we believe activity should be focussed for maximum impact. In this, it accommodates key recommendations from the Five Point Plan and proposes linkages and additional ideas.

The identified areas have been termed 'Pulses' on the basis that by intervening in this targeted way the benefits to the wider centre will 'pulse' outward.

For each 'Pulse' location, we have:

- » Established a set of development and design principles that should be adhered to secure a successful outcome; and
- » Provided a visual illustration of how these principles might be applied

The constituent 'Pulse' Locations can be summarised as follows:

**City Pulse 1 – Top of Town**

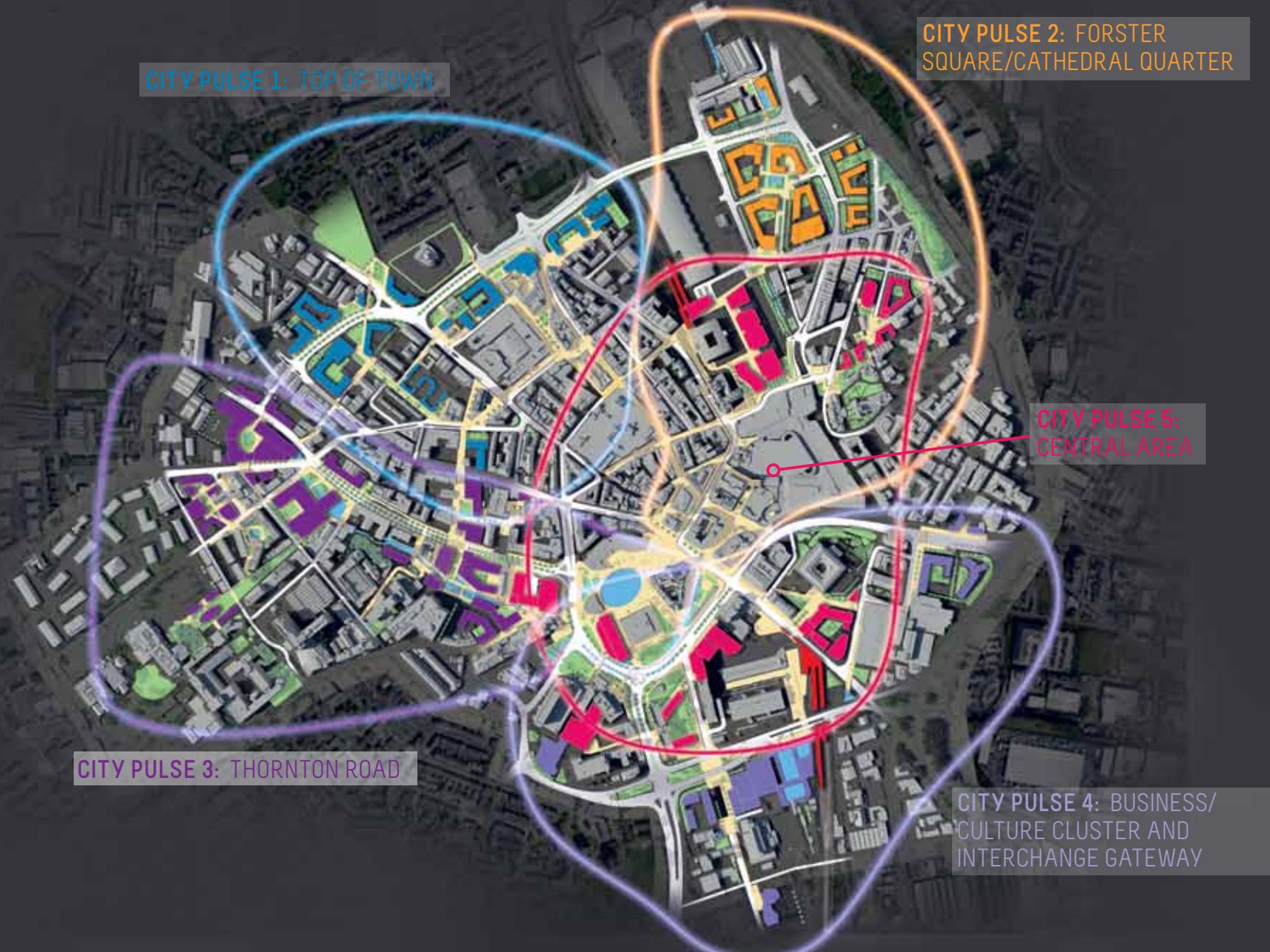
**City Pulse 2 – Forster Square/Former Royal Mail Sorting Office**

**City Pulse 3 – Thornton Road**

**City Pulse 4 – City Park Business/Culture Cluster and Interchange Gateway**

**City Pulse 5 – City Park Retail/Leisure Connection**

*Full details of the 'Pulses' can be seen in Section 7 of the City Plan Technical report.*



### CITY PULSE 1: TOP OF TOWN

Top of Town will act as the heart of the new residential communities proposed in this part of the city and a point of connection to Goitside in the west, Forster Square in the East and Manningham northwards. Through public realm investment, development of opportunity sites and the bolstering of the current retail offer the area will retain and enhance its vibrancy along 'urban village' lines, provide independent shops, bars and cafes, and a vibrant food focussed market.



### CITY PULSE 2: FORSTER SQUARE/CATHEDRAL QUARTER

Characterised by a mix of Victorian buildings set in a dense road network and significant development land this is a critical location for the future of this part of the city centre. Through new residential and mixed use development and public realm investment it will provide linkages to a number of important regeneration areas including Top of Town, the primary shopping streets and the Broadway development. It also represents a one off opportunity to create a new gateway for the city from Forster Square station.



### CITY PULSE 3: THORNTON ROAD

This pulse location is of vital importance to create a more outward face to the Learning Quarter, and also to strengthen connections to the redevelopment of Goitside through to the new communities and facilities at the Top of Town. By delivering an enhanced public realm experience alongside the identified development of key sites, Thornton Road can become a new front door to the Learning Quarter and an active destination in its own right.





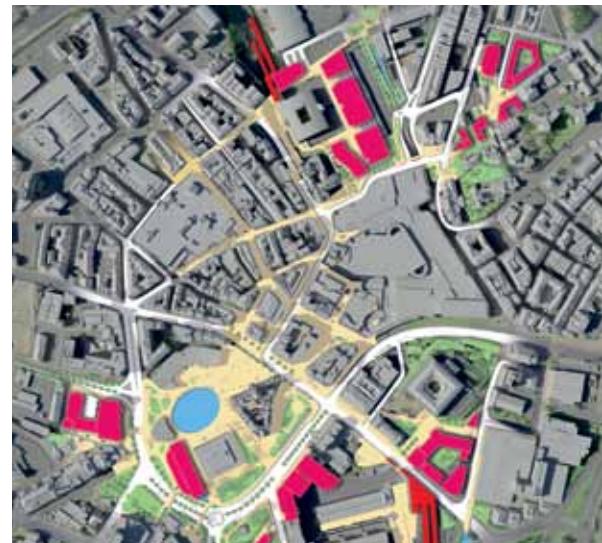
#### CITY PULSE 4: BUSINESS/CULTURE CLUSTER AND INTERCHANGE GATEWAY

The prime location for the development of a commercial district within the city centre. With City Park as a driver of value and prime location for Grade A office development, and a concentration of current and planned commercial space already at this pulse location, a number of further priority sites have been identified. This location also identifies a 'collar' of cultural facilities that have potential for great interaction with City Park and provides the potential to create an enhanced gateway for the city.



#### CITY PULSE 5: CENTRAL AREA

Building on the energy and interest that is already being generated as a result of Westfield Broadway, this location is the zone where the city moves from a business, culture and civic focus into a leisure and retail offer. At the heart of this is a concentration on the delivery of new restaurant and leisure attractions on key streets adjacent to the Broadway development. At the same time Bridge Street and Sunbridge Road will be reinvigorated as new interchange streets to facilitate the interface and connectivity.

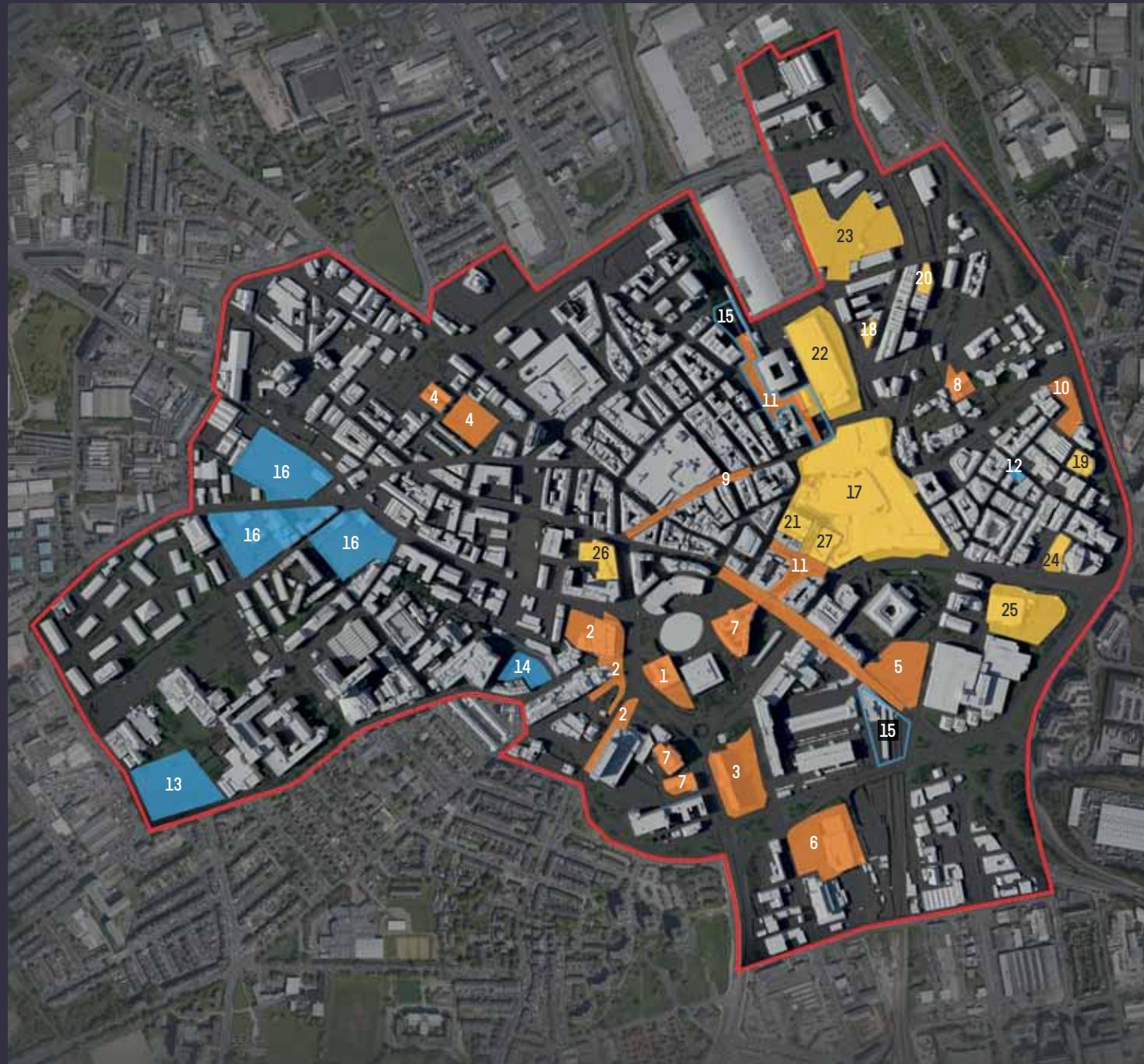




## Work in Progress

A number of priority development sites have been identified in the city centre. In some cases, they are council led, in other cases they are being progressed by partners or private sector developers.

The following plan identifies these priority development sites, whilst the pictures overleaf illustrate six key sites currently being worked on.



#### COUNCIL LED:

1. No. 1 City Park - Office Development Opportunity
2. Odeon Site - Bradford Live
3. Jacobs Well - Public Sector Hub
4. Chain Street Phase 2
5. Exchange Court
6. Portland Street site - Proposed new City Centre Sports Facility
7. Council Relocation Works (City Hall / Mercury House / Former Central Library)
8. Clergy House / Jermyn Court
9. Kirkgate Public Realm
10. Burnett Street Car Park
11. RGF Public Realm Works

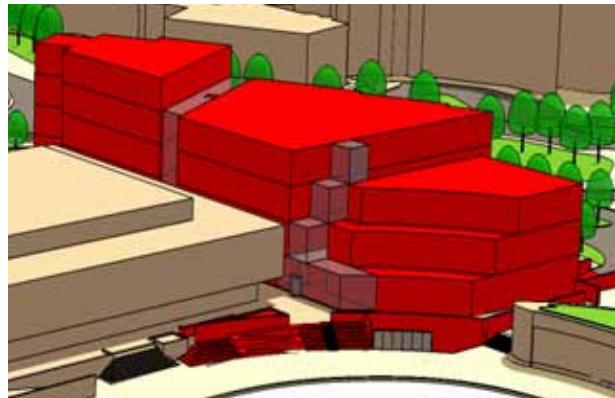
#### PARTNER LED:

12. Design Exchange - UEZ Digital Health Hub
13. Learning Quarter - UEZ Health and Well-being Centre
14. Alexandra Car Park Site - Bradford College Advanced Technology Centre
15. Interchange / Forster Square Stations Masterplanning
16. Learning Quarter Expansion Sites - including Listerhills Triangle, Thornton Road Car Park Site and Old Beehive Mills Site

#### MARKET LED:

17. Westfield
18. Canal Road Housing
19. Olicana House
20. Alexander House - Bolton Road
21. Arndale House
22. Former Royal Mail Site
23. Northbrook Street Site
24. National Tyres Site, Little Germany
25. Yorkshire Water Site, Leeds Road
26. T.J. Hughes
27. BAE Building

Some key projects currently underway include:-



- » The Tyrls - Council owned site. Development opportunity for Grade A office development.



- » 570,000 sq ft prime retail through the Westfield Broadway development due to open late 2015.



- » Bradford College Advanced Technology Centre due for completion autumn 2015.



- » Additional student accommodation and childcare facilities at Listerhills triangle in the Learning Quarter (start on site due 2015).

*Photo Courtesy of Mi7 Developments*



- » University Digital Health Enterprise Zone - a £12 million investment for the creation of a digital business incubator hub in Little Germany and a Health and Well-Being Centre on the University central campus.



- » Developing plans to create a 4,000 seat city centre music venue at the former Odeon site.

*Photo Courtesy of Bradford Live*



## FINALLY

With a tremendous history and culture of enterprise and innovation, manufacturing excellence and economic success; with projects being delivered; with confidence growing and momentum building, Bradford city centre is undergoing a significant renaissance.

The Council and its partners all share the responsibility to build on this renaissance and to play our part to make great things happen. We hope that this prospectus can also inspire the private sector to take advantage of the opportunities offered by our city centre.

For further information about City Plan or investment opportunities in the city centre please contact Invest in Bradford at: -

Tel: 01274 437727

E Mail: [info@investinbradford.com](mailto:info@investinbradford.com)

Twitter: @investbradford

You can view this Prospectus and the City Plan Technical Report at [www.investinbradford..com/citycentre](http://www.investinbradford.com/citycentre)

