



CITY CENTRE TRANSPORT STRATEGY TO 2040

March 2021

Getting from A to Bee



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Foreword

Manchester city centre, incorporating areas of central Salford, is at the heart of Greater Manchester and is one of the world's most renowned areas for hospitality, culture, sport and arts. It is also the North's leading business, retail and education centre.

With the potential for 100,000 more jobs and 50,000 more homes in the city centre in the next 20 years, bold decisions need to be made about how transport, streets and spaces are designed and used in the future. Our ambitious strategy for travel in and around this centre from now up to 2040 recognises how important our transport choices are to making sure people can move freely in and around the city centre.

The strategy envisions a well connected, zero-carbon centre at the heart of the North, offering residents, workers and visitors a great place to live, work and play, and getting the right balance between the different ways of travelling.

We consulted on a draft City Centre Transport Strategy in autumn 2020. Our strategy reflects the thousands of voices who've contributed to previous discussions and consultations — city centre residents, commuters, and business and interest groups — about how they want to travel into and around Greater Manchester's capital, and how they would shape the next phase of its investment in rail, trams, buses, cycling, pedestrian facilities and public spaces.

What's emerged is a strategy that boldly reflects the strongest calls: more, pleasant space for people walking and cycling; cleaner, greener more sustainable travel options that keep the air clean and cut carbon; less congestion; useful, reliable public transport that connects us; parking and deliveries that don't choke our streets, and clever use of technology that makes all this happen.

We've taken great care, in this final strategy, to try to make sure that the ambitions you see here are right for the people and businesses using our city centres. Successful and vibrant cities need high-quality transport connections and we feel this strategy will achieve this.

**Councillor Angeliki Stogia, Executive Member for Environment, Planning and Transport,
Manchester City Council**

Councillor Roger Jones, Executive Support Member for Transport, Salford City Council

Introduction

The city centre of Manchester (incorporating areas of central Salford) lies at the heart of a major European city-region of almost three million people. It is the most important commercial, retail and entertainment location in England outside London, and is the main engine for the region's economy. It is home to a fast-growing residential population, the largest student community in Europe and is the focus for the North of England's public transport system. All these different functions co-exist within a small geographic area and lead to a complex pattern of competing travel demands.

Our City Centre Transport Strategy needs to support the city's ambitions to grow, become carbon neutral by 2038 or sooner, while ensuring that it is well-connected to the wider area that it serves.

The previous City Centre Transport Strategy was adopted in 2010 and has served the city centre well. During the last decade we have seen some transformational projects that were proposed in the document come to fruition:

- The Second City Metrolink Crossing has increased the capacity of our public transport system and provided important new connections into the heart of the city;
- Investment in the cross-city bus package has made travelling by bus more attractive and reliable, as well as improving conditions for pedestrians on Portland Street and Princess Street;
- The environment of Oxford Road has been transformed by bus priority and cycling enhancements;
- St Peter's Square has been turned into a high-quality pedestrian space, providing a first-class setting for the buildings surrounding it and a new Metrolink stop;
- The Ordsall Chord has provided a direct rail connection between Piccadilly and Victoria Stations; and
- Wayfinding has been improved to make it easier for visitors to make their way around the city.

All these measures have helped the city centre continue to grow and its economy to thrive.

Since 2009 there has been a reduction in the number of cars entering into the city centre, from over 27,000 in 2009 to under 23,000 in 2019 in the morning peak, see Figure 1. In parallel, there has been an increasing number of people accessing the city centre on foot, by cycle, by Metrolink and by rail. Access to the city centre by bus has been largely stable across the 10-year period.

(Source: TfGM SRAD REPORT 2021 Transport Statistics 2018 -19: Key Centre Monitoring Section)

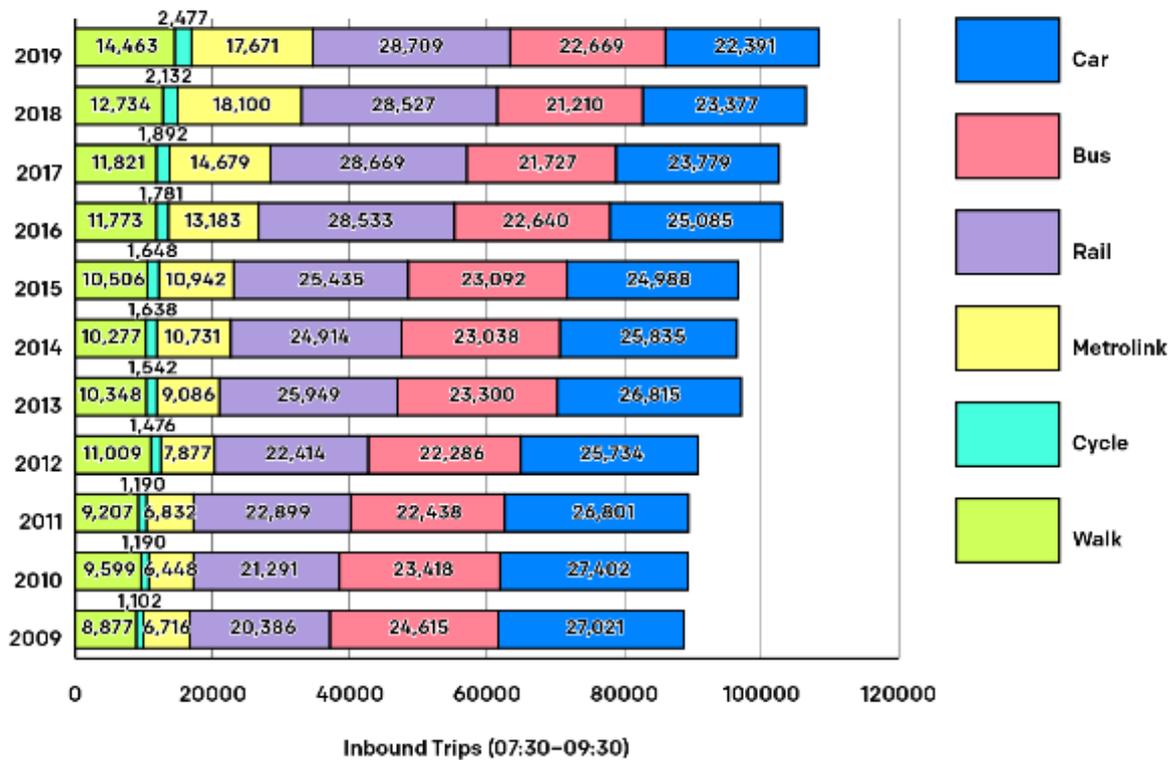


Figure 1: Split of trips by mode travelling inbound to the city centre during the morning peak period. (Source: TfGM SRAD REPORT 2021 Transport Statistics 2018 -19: Key Centre Monitoring)

As we enter a new decade, we are faced with new challenges but also new opportunities. As the city and the wider world seeks to recover from the Covid-19 pandemic, we need an updated strategy that will help us to support the city centre’s recovery and to set out a bold vision for its future.

In light of the Covid-19 pandemic, our plans focus on how the city centre can enable a strong, sustainable, healthy and inclusive recovery, taking the achievements made since 2010 to the next level. Manchester’s Economic Recovery and Investment Plan –Powering Recovery – was published in 2020. It sets out the plan to reinvigorate the city’s economy, to protect and create jobs, and support new business opportunities in response to the pandemic. The proposals set out within this transport strategy are a crucial part of delivering the Powering Recovery plan.

This City Centre Transport Strategy for 2040 has been produced following input from residents, commuters, businesses, visitors, transport operators and other stakeholders to understand the existing transport challenges and future aspirations for the city centre of those that use it each day. There have been several exercises to gauge the views of the people who live in, work in and visit the city. Firstly, we held a conversation in the summer of 2018 with people, businesses and stakeholders to which over 3,700 responded..

This was followed by discussions with a number of key stakeholders at the start of 2020 who helped to co-design the strategy. The consensus from these exercises was that efforts needed to be focused on making the city centre an even more attractive place to be. People wanted to see

more emphasis given to the needs of pedestrians, safe and attractive cycling provision, cleaner air, alongside work to continue to improve the capacity and attractiveness of the public transport system that serves the city centre.

A further consultation was held on the draft strategy in autumn 2020, with over 2,400 responses. There was a high level of support for the overall strategy. The vision for the revised City Centre Transport Strategy remains for **“a well-connected, zero-carbon city centre at the heart of the North, offering our residents, employees and visitors a great place to work, live and visit”**. The central aim for 90% of all trips to the city centre to be made by sustainable travel before 2040 in the morning peak remains, as do the seven core ambitions.

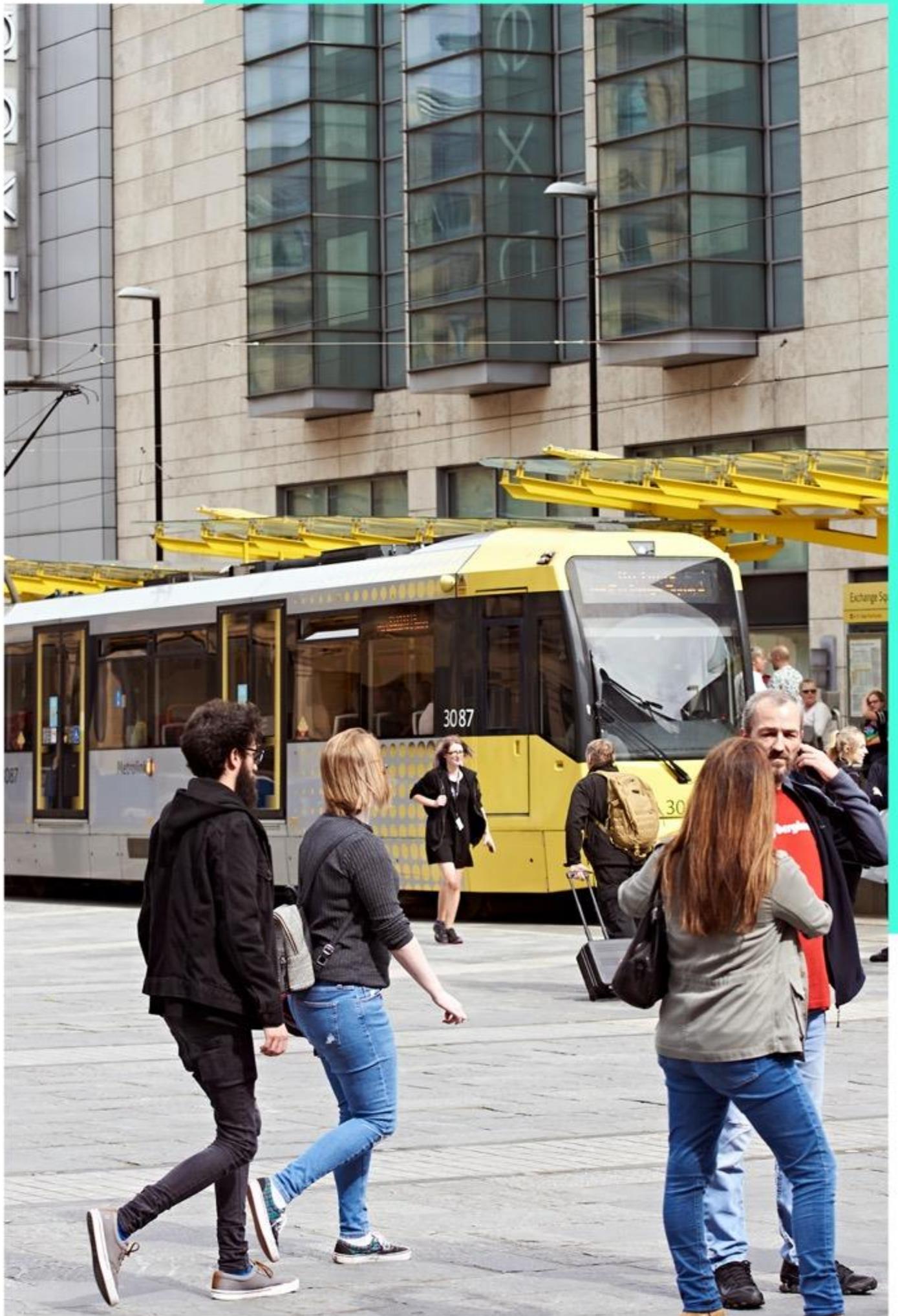
Accessibility for all is strengthened within the strategy. As proposals are designed, they will emphasise accessibility and inclusion, and that the needs of all groups of users will be carefully balanced. Furthermore, there is a commitment to retaining appropriate levels of parking for disabled people. In developing any options, recognition will be given to the continued need for some people to access the city centre by car, including disabled people and people who cannot walk for long distances.

Concerns were highlighted about specific bus services. Local authorities will continue to work with bus operators, bus users and other key stakeholders in the development of proposed interventions.

A range of responses concerned the level of private car accessibility to the city centre, improvements to public space, and for cars to be removed entirely from the city. Improvements to, and increasing, space for pedestrians (including people in wheelchairs and with guide dogs) is a key part of the strategy. Further feasibility work will be developed to consider car-free space where appropriate (which could be temporary or at certain times). However, this will need to be done in parallel to improvements with public transport and active travel options to give people a real alternative to travelling by car, and ensure access is retained for homes and businesses, including deliveries. Security must also be considered carefully when re-purposing the balance of movement and place.

The document that follows responds to those views and brings together work that has looked at the ambitious plans to make the city centre a more attractive place to live, work and visit. It also looks at the medium and long-term plans for continued growth in the number of jobs and homes, the demands that the transport system needs to meet, while also considering the near-term measures to respond to the impacts of the Covid-19 pandemic.

Manchester and Salford City Councils and Transport for Greater Manchester have collaborated in developing this document. We hope that you agree that it sets out a bold and ambitious vision for the future.



Vision

The city centre of Manchester, incorporating areas of central Salford, is the fastest growing city outside London. The city centre has strategic importance for the economy of Greater Manchester and rebalancing the Northern economy. By 2040, there is potential for 100,000 more jobs and 50,000 more homes in the city centre. Much of this is driven through planned growth accounted for within local authority Local Plans and the developing Joint Development Plan Document – Places for Everyone – part of the region’s plan for homes, jobs and the environment. This is focused on providing the right locations for homes and creating jobs to ensure the future prosperity of Greater Manchester whilst prioritising development of brownfield sites and reducing unnecessary green belt release.

The most successful cities of the future will be those offering the best quality of life and a range of job and leisure opportunities, reducing the need to travel by locating homes close to jobs and services, and enabling ease of local travel by walking, cycling, public transport and new zero-carbon forms of micro-mobility.

More people travelling to the city centre to visit and for work, and more people living within the centre, creates increasing demand and pressures on our transport systems and streets. At the same time, the city centre has limited street space to add new transport infrastructure.

As our city grows, we want to think about our streets differently, creating new and better ways to make better use of this highly valuable space. In parallel, we want to resolve challenges which the city faces and deliver on our agreed targets for cleaner air and deliver on our commitment to decarbonise the city to achieve net-zero carbon emissions. This is whilst ensuring the city centre continues to thrive as the hub for the city-region’s economic growth.

The future of Greater Manchester and the North therefore depends on the city centre continuing to compete in the international arena for jobs, growth and investment, and at the same time enhancing the liveability of the city centre – making our city a greener, safer, inclusive and more attractive place to live, work and visit.

This city centre transport strategy is bold in its vision: Our central aim is for 90% of all morning peak trips to the city centre to be made on foot, by cycle or using public transport before 2040, with walking to become the predominant mode of travel within the city centre.

Within this document, the terms ‘walking’ and ‘pedestrian’ encompass not only people walking, but also those using streets and spaces in a variety of other ways in addition to spending time in, for example to rest and play. These include:

- Those using wheelchairs, including electric wheelchairs and mobility scooters;
- Those with sensory impairments, such as blind, partially sighted or deaf pedestrians who may experience the street environment quite differently; and
- Those pushing prams, buggies and double buggies.

City centre area

The map in Figure 2 sets out the geographical coverage of the city centre covered in this strategy. The city centre is part of Greater Manchester’s Core Growth Area.

“Our vision is for a well-connected, zero-carbon city centre at the heart of the North, offering our residents, employees and visitors a great place to work, live and visit.”

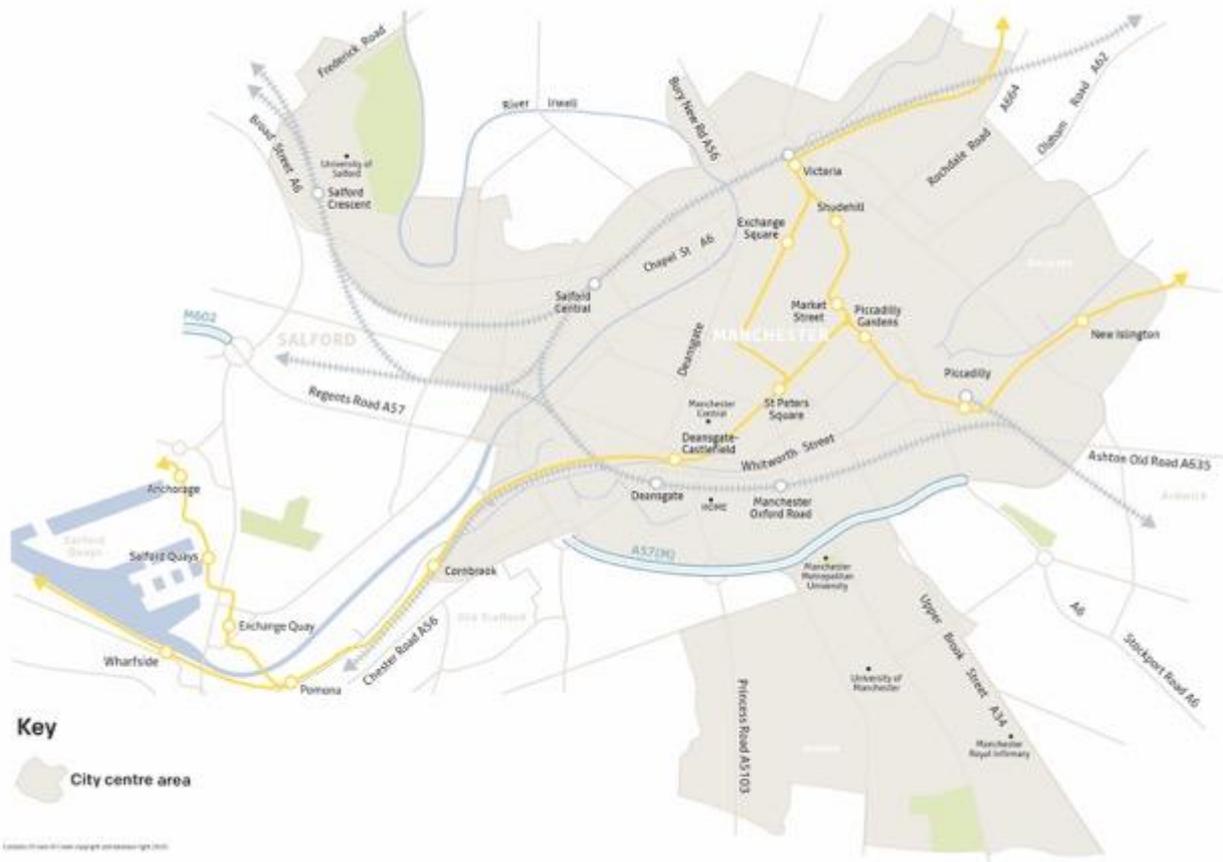
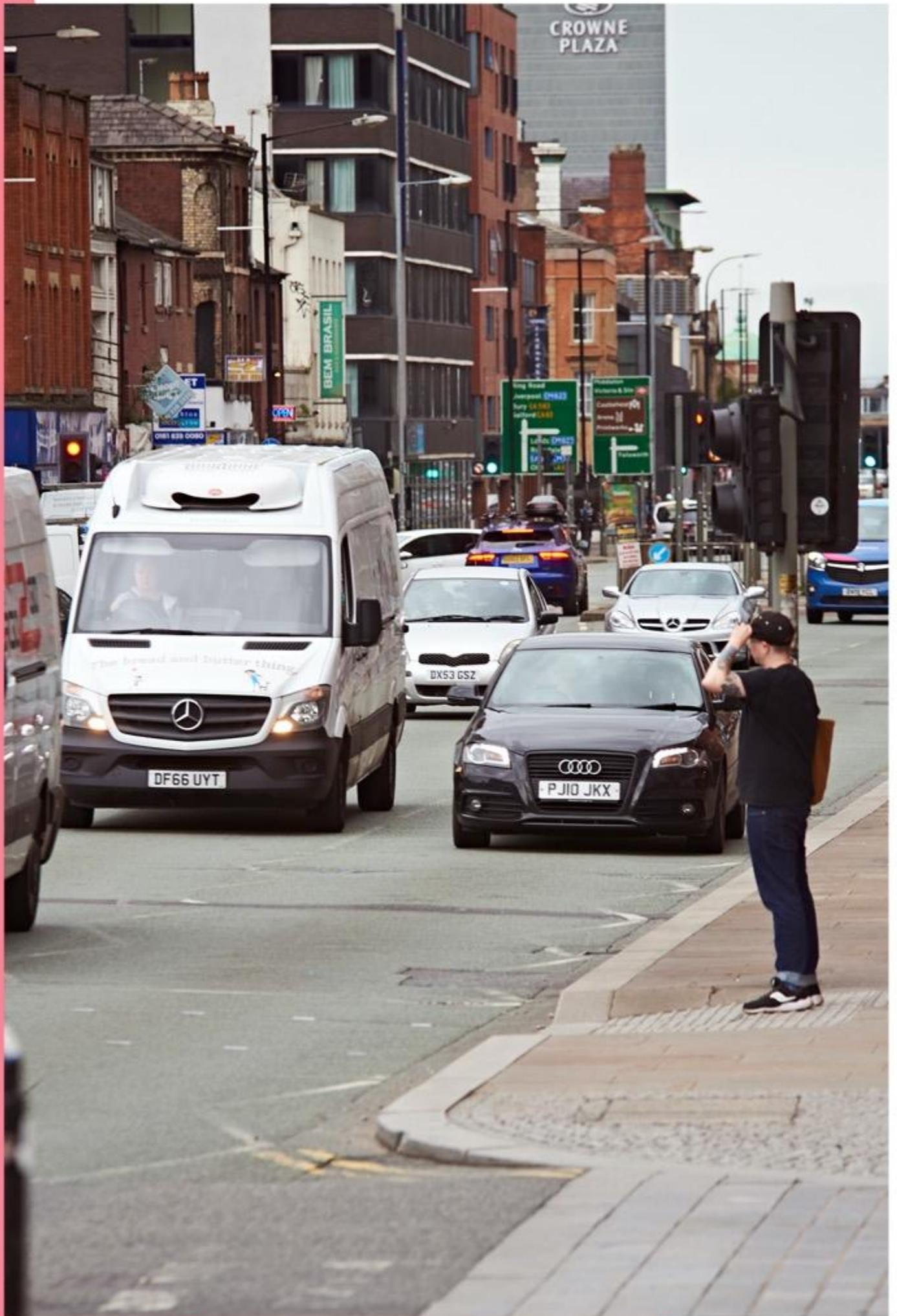


Figure 2: City centre area map



Background and context

The city centre is the historic heart of Greater Manchester and a major economic hub for the North of England. The city centre today is home to around 67,000 people with more than 7.2 million people living within a one-hour commute. Each year the city welcomes around a million tourists attracted by its music, sport and cultural attractions, and key events such as the Manchester International Festival, Manchester Pride and Christmas Markets. This is in addition to people visiting for business (including conferences). The city is also an important knowledge hub with three universities and several major research centres attracting increasing numbers of students.

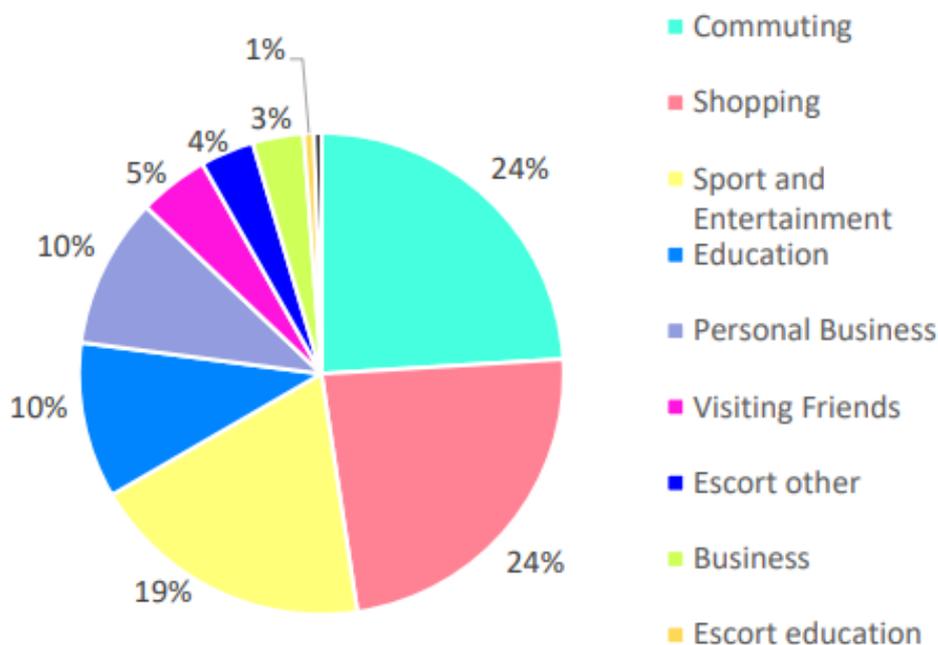


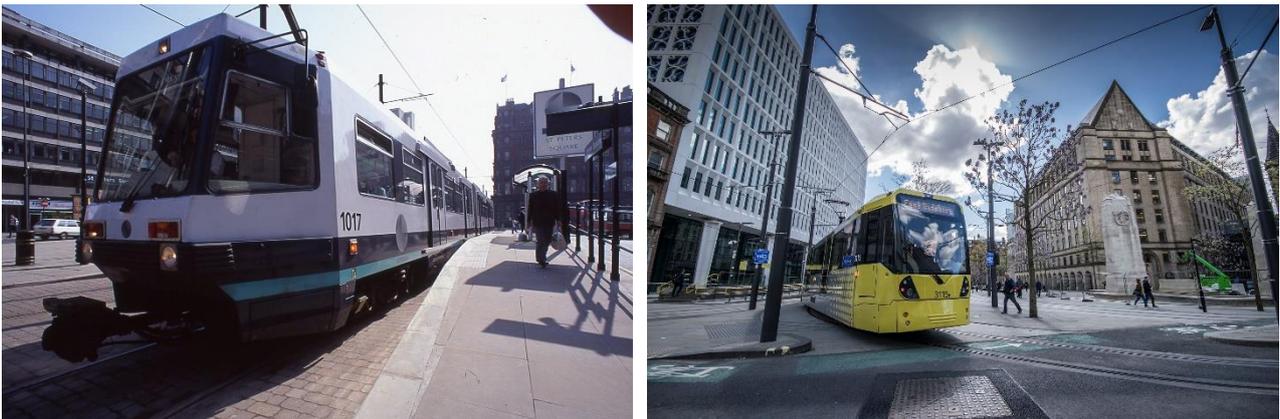
Figure 3: Journey purpose of Greater Manchester residents travelling to the city centre (Source GM TRADS)

The city centre is a destination for many of our daily activities including learning, working, living, cultural experiences, leisure, shopping and relaxation, see Figure 3. It continues to play a key role in the growth of the city’s economy and that of Greater Manchester as a whole. As a busy centre it is essential to provide an efficient and integrated transport network with capacity and connectivity across the region and wider cities, supported by better quality streets and public spaces.. Clearly many of these activities have slowed during the Covid-19 pandemic. However, we expect the city centre to regain its long-term momentum, and for people to begin to return to enjoy its attractions. At the same time, the use of space has become even more important in allowing people to enjoy the city centre and in supporting our businesses.

The city has changed dramatically over the past decade to be one of the most dynamic centres in Europe. The Manchester Crane Survey 2021 (Deloitte Real Estate, 2021) identified a resilient construction sector consistent with the previous 2020 survey, with approximately: 12,000 homes

under construction; 4,900 homes completed; and 4,700 homes commenced during 2020. Approximately 1.2 million square feet of office space was delivered through 2020, the highest delivery since 2008. Manchester is now the number one tourism destination outside of London, recently overtaking Edinburgh in 2019. Over the next two decades, significant further growth is expected in the economy and population of the city centre. This will bring both opportunities and challenges, including the need to deliver appropriate transport infrastructure and adequate capacity to support this growth.

Transformation of St Peter's Square in the city centre through interventions in the 2010 City Centre Transport Strategy:



Critical to Greater Manchester's success over the next decade and beyond is a decisive response to the challenges posed by air quality, congestion and climate change. The next phase of development in the city centre requires solutions to tackle these issues, including the need for a rapid acceleration of efforts to achieve Greater Manchester's decarbonisation targets and for the city to become net-zero by 2038. Transport accounts for 30% of carbon emissions in Greater Manchester. Our net-zero declaration means we must do more to shift towards zero carbon modes of travel. There is no better place to start to address this problem than in the city centre, a focal point of daily travel in the city-region.

This City Centre Transport Strategy provides a 20-year framework for future investment in and management of the city's streets and transport systems. This will be critical to recovering from the Covid-19 pandemic, setting the necessary conditions for city centre residents, visitors and businesses to thrive. How people travel in the future will continue to change, not just as a result of the Covid-19 pandemic, and this strategy will support everyone to travel on foot, bicycle or public transport and not necessarily need to use the car. It sets out our aspirations for improvements to our transport connections and details an ambitious approach to changing mobility patterns in the city centre. More specifically, this strategy seeks to:

- Explain the need for the transport strategy, and the key drivers of change in the city centre;
- Set out the vision and our ambitions for travel, movement and mobility in the city centre within the current economic and strategic context;
- Outline our future proposals for achieving our vision and ambitions including a programme for funding and delivery; and
- Identify how we will measure the success of our transport strategy.

Creating better places in our city centre

The most successful cities are those that offer a high quality of life and job opportunity. This requires much more than a thriving economy– it requires the creation of great **public spaces** and access to our **natural environment, culture and heritage**. The city centre has already made great progress in this regard, delivering the transformation of St Peter’s Square, regenerating the area around Spinningfields and The John Rylands Library, and significantly enhancing Exchange Square and the area around the cathedral.

All of these improvements have supported making key destinations in our city centre more attractive for our visitors, residents and workers. We want to continue to improve our city centre appeal to people and companies, creating a high-quality, inclusive city that works for everyone, whatever their age or mobility needs.

An attractive, liveable and healthy city with a welcoming built environment is important for attracting and retaining our best talent and providing our residents with a good quality of life. Our City Centre Transport Strategy Conversation (2018) highlighted **over 75% of respondents felt there was not enough public space in the city centre, and 56% felt that the current public space was unattractive**. As has historically been the case, concerns still remain around high levels of congestion and **69% of respondents felt reducing levels of traffic would be the best way to create a high-quality city centre**.



The city centre benefits from a small and dense core, with the majority of the central area sitting within a two kilometre catchment. This provides a significant opportunity to develop walking as the main mode of travel within our city centre between central developments, public transport hubs and major attractions. Across the city centre are a variety of neighbourhoods, each with their own distinctive character and range of modern and historic iconic buildings, offering a vibrant and

diverse cityscape. Making these areas more attractive and safer for walking will be at the heart of our plans for the city centre.

There is currently perceived to be a limited supply of green space in the city centre. However, it does benefit from natural waterways of the River Irwell and River Medlock, and the Rochdale, Ashton and Bridgewater Canals. As well as the spaces within the city centre itself, there are a number of large green areas within a short travelling distance of the centre as shown in the diagram, Figure 4. Green space is being provided and planned as part of new developments, including a major park at Mayfield, next to Piccadilly Station, which is due to open in 2022. High-quality parks, green spaces and waterways are important features of successful cities, providing attractive living and working environments where investors and individuals want to invest, live and work.

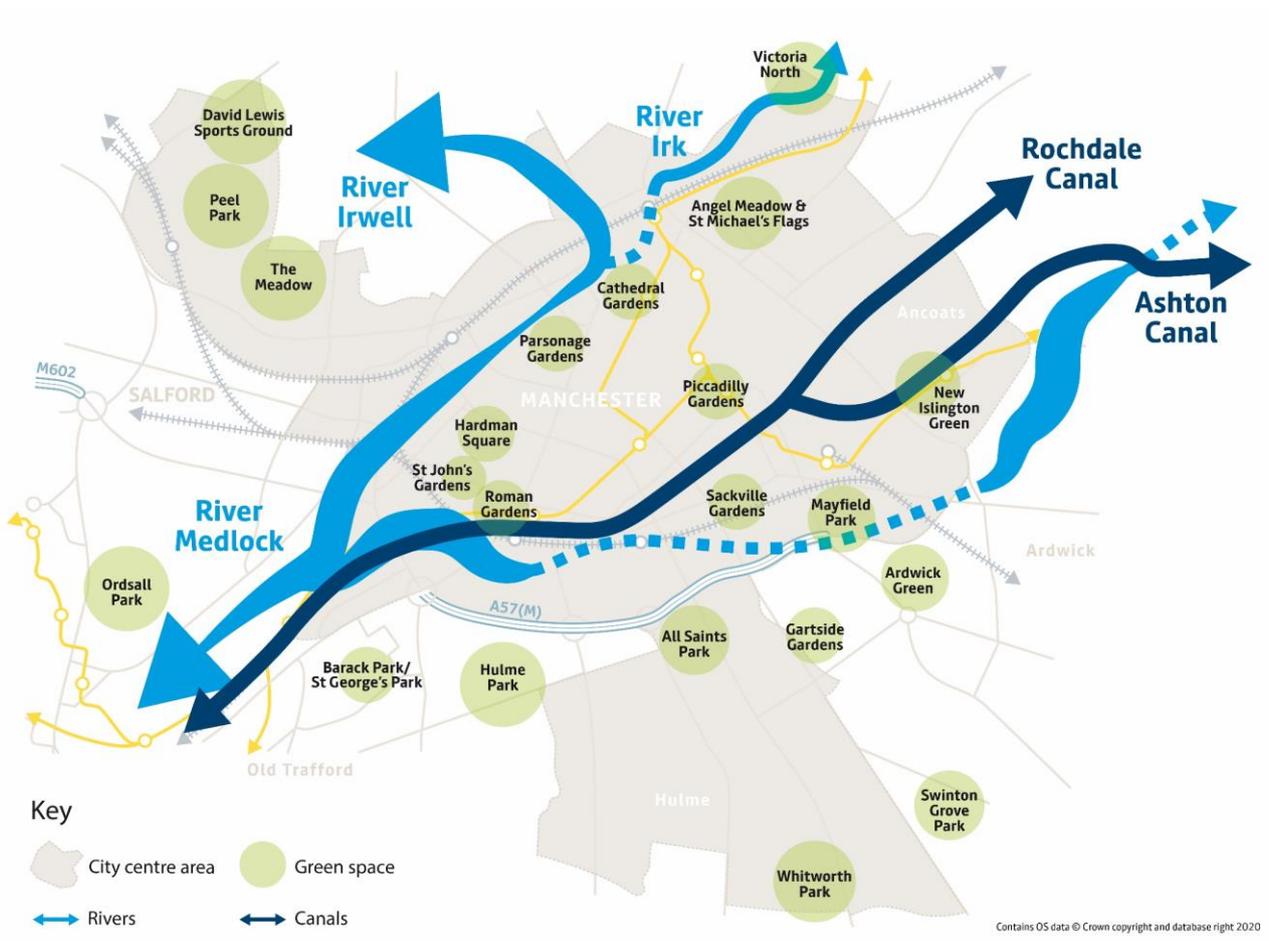


Figure 4: Blue and green infrastructure in the city centre

Overall space in the city centre is scarce, with strong competition across modes for access to a limited street network. It is critical to balance the competing demands of increasing numbers of people walking and cycling, buses, tram vehicles, goods and service vehicles that are created through future growth, whilst also trying to expand and improve public space in the city centre.

The 2018 conversation highlighted that 48% of respondents felt that cars, motorcycles and mopeds had too much space in the city centre, whilst 64% of respondents felt that cyclists had too little space.

People walking require much less space than vehicles, however they display a greater range of needs. Our streets currently accommodate people from all walks of life and of all ages, including people with disabilities, people pushing double-buggies or trailing suitcases and those rushing for meetings, each which display many requirements for getting around the city. Space is needed to comfortably move around but also the need to stop, rest or seek shelter. The safety, maintenance and cleanliness of our streets is also important and we will continue to prioritise these issues.

Our conversation highlighted that Deansgate was the main street in the city centre that it was felt has too little space for pedestrians.

48% of respondents to the City Centre Transport Strategy conversation felt that cars, motorcycles and mopeds had too much space in the city centre.



Delivering on our commitments for better air quality and achieving net-zero carbon

Our conversation on the City Centre Transport Strategy in 2018 highlighted that **poor air quality is a strong concern, with 90% of respondents seeing it as an important issue to tackle.**

Furthermore, 80% of respondents agreed that improving cycling, walking and public transport infrastructure would be the best way to improve air quality.

We want to improve air quality in the city centre, not just because we have a legal responsibility to do so but also because we recognise this will make it a healthier and more attractive place to live, work and spend leisure time.

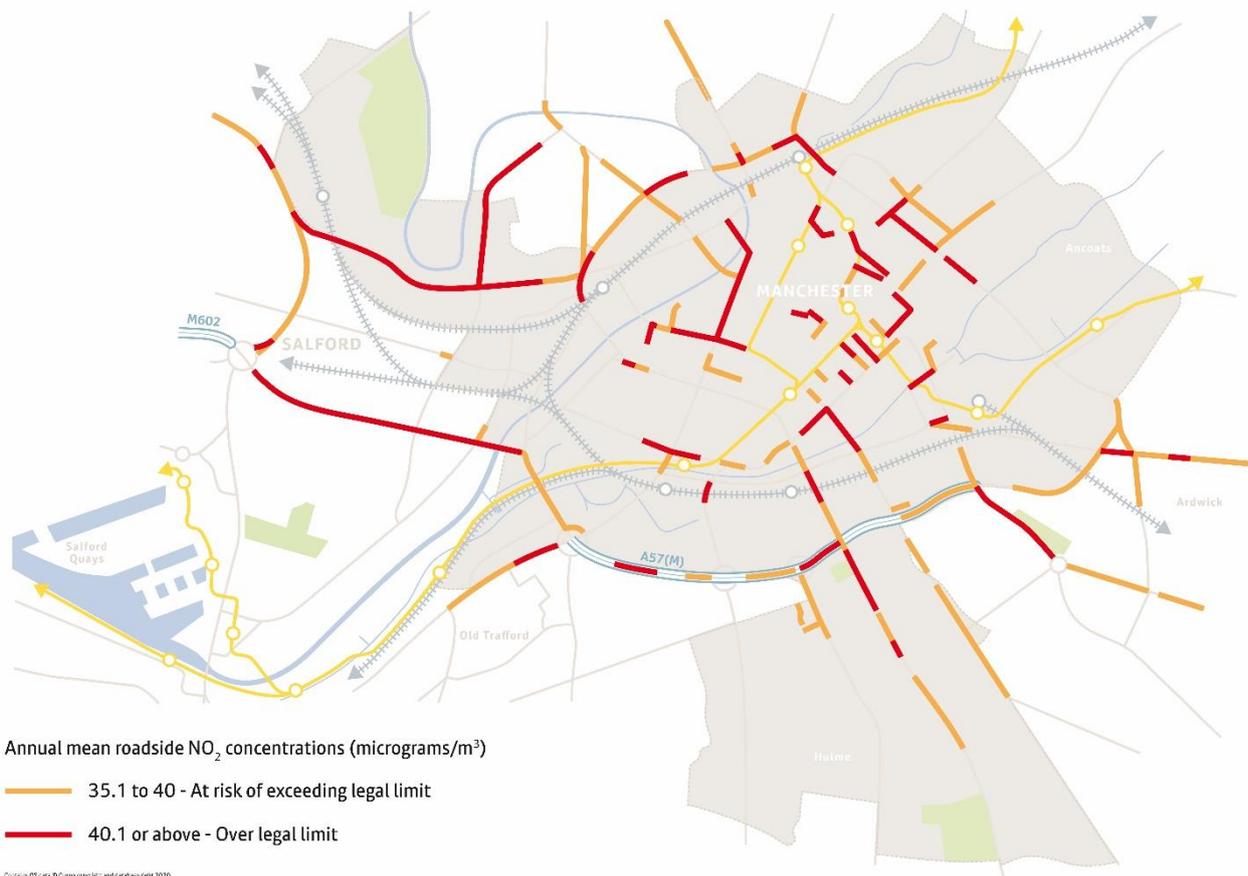
The Greater Manchester authorities are developing a Clean Air Plan to bring nitrogen dioxide (NO₂) levels within legal limits in 'the shortest possible time'. As part of the development of the

plan, air quality modelling undertaken and represented in Figure 5 highlights locations in the city centre that are predicted to exceed legal limits of NO₂ levels or are at risk of exceeding the legal limit in 2021. This highlights many locations where interventions are required to improve air quality. This includes streets in the Deansgate, John Dalton Street and Bridge Street area.

Government has directed the Greater Manchester's local authorities to introduce a Category C Clean Air Zone across the region, to bring NO₂ levels on local roads within legal limits in 'the shortest possible time' and by 2024 at the latest.

Between 8 October and 3 December 2020, a public consultation was held on the key elements of the charging Clean Air Zone, and the proposals for supporting funds. At the time of writing a final plan will be developed for consideration by decision makers as soon as possible and no later than Summer 2021.

To find out more visit www.cleanairgm.com



climate change by keeping a global temperature rise this century to well below 2°C above pre-industrial levels, and to pursue efforts to limit the temperature increase even further to 1.5°C. The vision in the Greater Manchester 2040 Strategy aspires for the city-region to be at the forefront of action on climate change.

The Greater Manchester Combined Authority (GMCA), and ten local councils, have each declared a **Climate Emergency**. Urgent action is needed to put Greater Manchester on a path to carbon neutrality by 2038. The city-region has demonstrated a clear commitment to achieving this target, including through the 5-Year Environment Plan, launched in March 2019 during the second Greater Manchester Green Summit.

The plan sets out Greater Manchester's long-term environmental vision and the actions we all need to take, over the next few years, to help achieve this.

Manchester City Council published a Climate Change Action Plan 2020-25, in March 2020, committing the council to reducing CO₂ emissions from homes, workplaces and ground transport by 50% during 2020-25. Transport accounts for 32% of the city's emissions, so achieving the modal split target in this strategy will be key to achieving these ambitious decarbonisation goals.

Greater Manchester needs to put itself on a path to reduce carbon emissions from almost 13 mega tonnes of CO₂ per year in 2015 to be net-zero CO₂ by 2038. Around one-third of carbon emissions in Greater Manchester are from transport and the city centre should continue to lead the way in delivering a net-zero carbon transport system.

Supporting future development and infrastructure plans in the city centre

The city centre as we know it today will change in the future, not just as a result of the Covid-19 pandemic. New commercial and residential developments will generate new travel patterns, both within the city centre and in nearby areas. Figure 6 shows the change in the density of residential dwellings over the last 20 years and how that is planned to change over the next 20 years.

There is **significant development planned in the south-east city centre at Piccadilly and Mayfield** to accompany the HS2 proposals alongside future development of sites around the Oxford Road Corridor, including ID Manchester, Circle Square, and at Kampus. These accompany major new residential developments in progress at Great Jackson Street and planned for the south side of First Street.

There are also plans for greater levels of development on the west of the city, building on the success of Spinningfields, and through the emerging developments **around Chapel Street in Salford, St Johns, the Exchange and Greengate**, stretching out to **Salford Crescent** as the city centre expands.

To the north of the city centre, NOMA continues to develop, while the Victoria North will see the most significant development programme the city has seen in decades, with 15,000 new homes

expected in the next 15-20 years. To the east, developments at Ancoats are increasing the city centre footprint out towards the Etihad Stadium, developing the Eastern Gateway programme.

New commercial and residential developments provide the opportunity to embed successful transport infrastructure at the planning stage, drive positive travel choices and effectively manage the demand for car usage. The construction of new developments and supporting infrastructure, including transport projects, will generate associated traffic that will need to be carefully managed to minimise impacts such as noise, emissions and safety.

The city centre is partly defined by major infrastructure and natural features. This includes the Mancunian Way, Castlefield rail corridor, the Rochdale and Bridgewater Canal, River Irwell and River Medlock to the south and west, and the Manchester Salford Inner Relief Route and Rochdale and Ashton Canals to the north and east. These can act as barriers for people accessing the city centre core. The seamless integration of new developments, uninterrupted by these barriers is important for sustainable and inclusive growth as the city expands. As our city centre grows, our transport strategy must consider impacts holistically and positively integrate land-use change with transport needs including implications for the surrounding areas of Ordsall to the West, Cheetham to the North, Ardwick to the East and Hulme to the South.

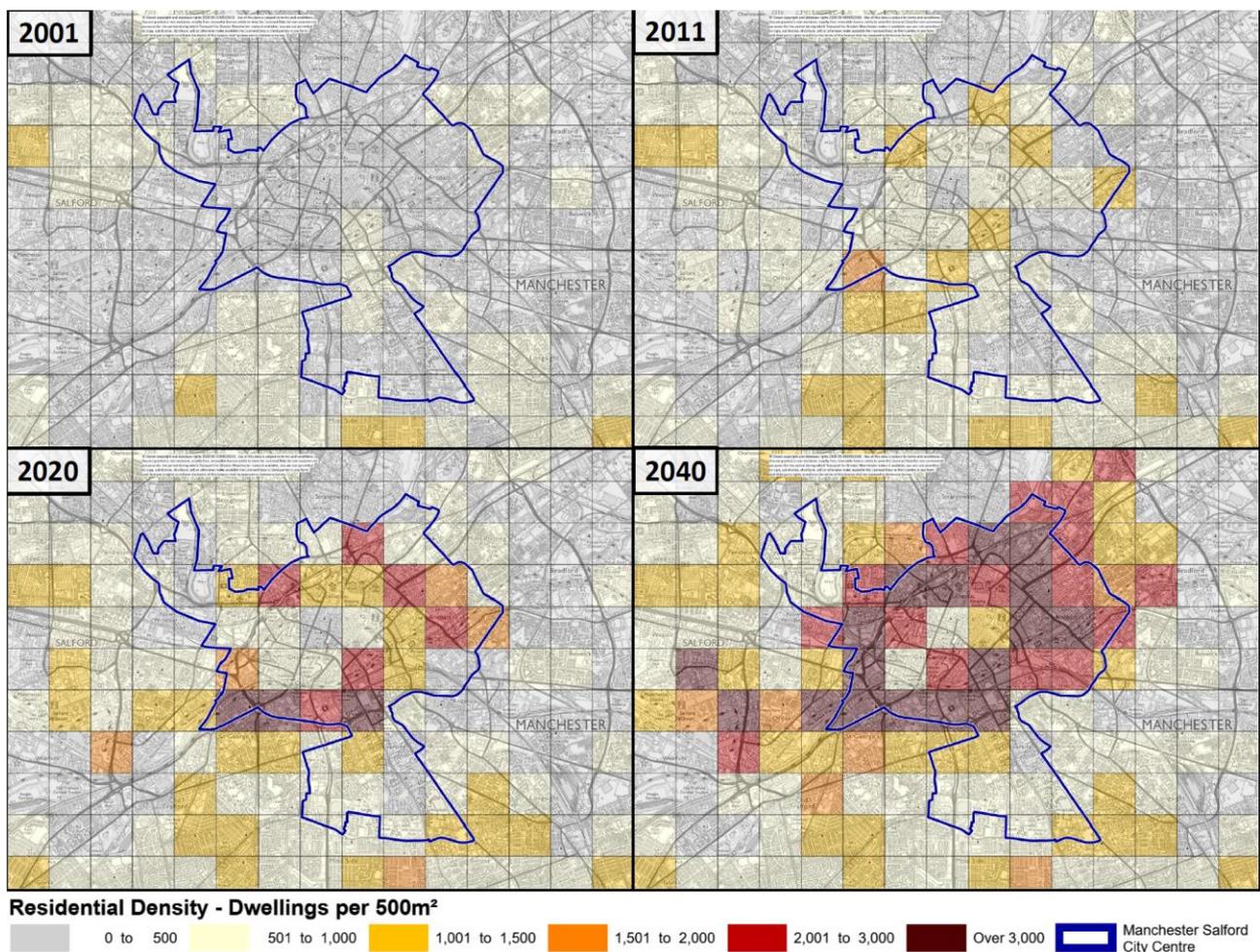


Figure 6: Density of residential development to 2040

Population density is set to significantly increase across the city centre with many parts of the city housing over 3,000 dwellings per 500m² compared with an average of 1,000 in 2020.

The arrival of HS2 and Northern Powerhouse Rail (NPR) into stations at Manchester Piccadilly (and Manchester Airport) presents a once-in-a-generation opportunity to drive a new phase of economic success into the city centre, and for the city-region to become a leading centre of growth in the North of England. By 2035-2040, HS2 will halve the journey time between Manchester and London, bringing businesses closer together and further promoting the city-region as a world-class business location as well as providing opportunities for regeneration and skills growth. HS2 will also release capacity on existing lines for freight and commuter services, improving rail capacity, whilst reducing the number of vehicles on the roads, and therefore reducing emissions. The planned network is shown in Figure 7.

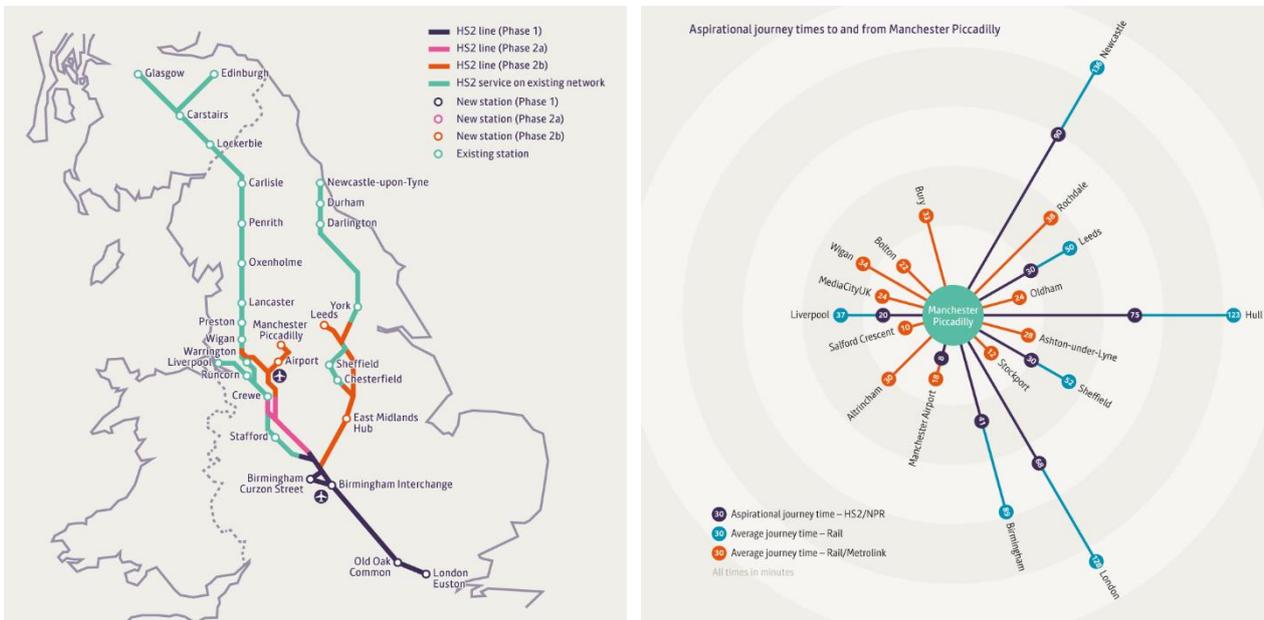


Figure 7: HS2 network map and aspirational journey times from Manchester Piccadilly

Added to this is the UK Government’s vision for NPR, aimed at delivering upgraded railway lines, significantly reducing journey times and increasing service frequencies between major northern cities – enhancing Manchester’s links with Liverpool, Leeds, Newcastle, Sheffield and Hull. This will enable the northern region to function as a single economy and support a step change in the North’s economic growth. The significant planned investment of £39 billion will build on and extend the connectivity and productivity benefits of HS2 to more of the North’s towns and cities, improving connections for businesses and significantly improving people’s access to jobs. Manchester Piccadilly lies at the heart of this network.

The Government is due to publish an Integrated Rail Plan in 2021, to bring together the delivery of HS2 north of Birmingham, NPR, and other local rail projects. Local rail improvements, to complement these major national schemes, are also considered to be vital and are part of the Greater Manchester 2040 Transport Strategy and this strategy.

It is the local benefits that can be provided from these schemes, including new jobs, skills, business opportunities and connections, that we believe to be the key benefits of these nationally-led schemes. These momentous national infrastructure investments provide a major opportunity, if done in the correct way, to secure significant growth and regeneration. Manchester has developed its HS2 and NPR Growth Strategy, which aims to maximise the growth benefits from these schemes by focusing around four pillars: station design and infrastructure requirements; wider connectivity to ensure that the benefits are shared beyond the immediate station vicinity; regeneration around the stations; and people, skills and employability.

The vision is for an integrated Piccadilly Station being critical to delivering the benefits of HS2 and NPR, and ensuring that people are well connected to the new homes and jobs these investments offer. The investments are estimated to support a doubling of the economic output of Greater Manchester to circa £132 billion by 2050. The Growth Strategy provides plans for maximising and improving connections to the Piccadilly area through public transport and active travel, in order to encourage travel to Piccadilly through sustainable modes.

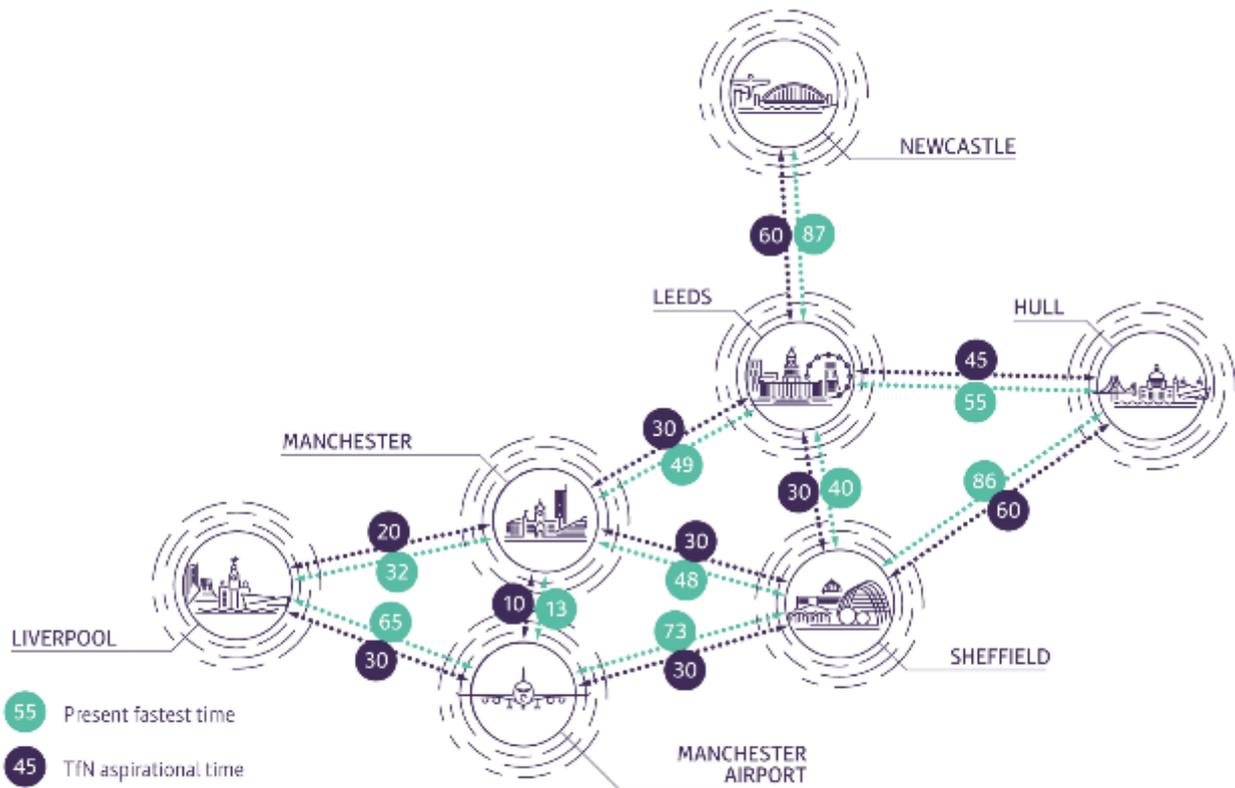


Figure 8: Northern Powerhouse Rail network conditional outputs

More travel to, from and within the city centre but also easier

The next 30 years will see the city centre complete its post-industrial renaissance and continue its transformation as the second fastest growing city in Europe. Around 1,500,000 sqm of office floor space and nearly 50,000 homes could be built in the city centre.

Investments in HS2 and NPR into the city centre are estimated to support a doubling of the economic output of Greater Manchester to circa £132 billion by 2050.

Such major developments will lead to a significant increase in the number of jobs. Approximately 140,000 jobs are based in Manchester city centre. There is potential for up to 110,000 more jobs by 2040. In addition, we will see the number of residents grow to 100,000 by 2040, a significant increase on the 40,000 recorded in the last census in 2011.

During the working day the city centre population increases almost five-fold. This generates a huge demand on the transport network during the morning and evening peak. The city centre is already under pressure in the morning peak period with 108,500 trips entering between 7.30am and 9:30am in 2019. By 2040 it is expected that there will be almost 50,000 additional trips being made in the morning peak period. To ensure the centre can continue to operate efficiently and to prevent congestion, the vast majority of these journeys will need to be made by walking, cycling or public transport.

The last City Centre Transport Strategy achieved major success in reducing the number of cars entering into the city centre. In 2002 cars represented 37% of all journeys into the city centre in the morning peak, with almost 32,000 cars crossing the Manchester-Salford Inner Relief Route. Proposals in the last strategy, including enhanced public transport and cycling provision, resulted in the number of cars entering the city centre falling to less than 23,000, or around 21% of all journeys.

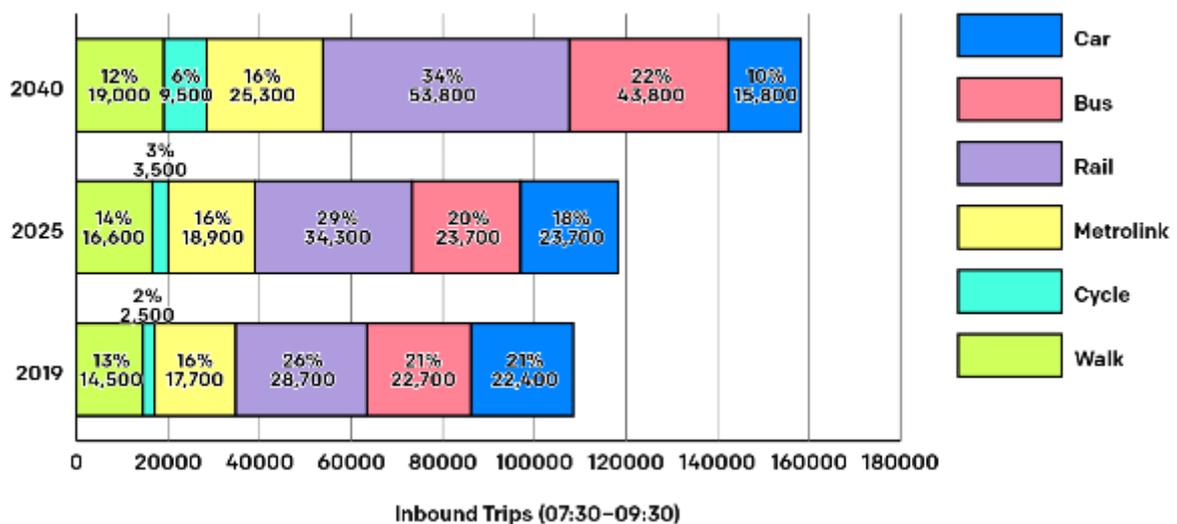


Figure 9: Targets for future growth, by modes of travel to the city

To support our vision, our aim is for 90% of all morning peak trips into the city centre to be made on foot, by cycle or public transport before 2040 (as highlighted in Figure 9). This means fewer cars in the city centre so we can have cleaner air, support our carbon reduction targets and rebalance

street space enabling us to make walking the main mode of travel for getting around. Future travel growth predictions shown in Figure 9 are underpinned by expected jobs and housing growth across the region and within the city centre. How people travel in the future will continue to change, not just as a result of the Covid-19 pandemic, and this strategy aims to help support this modal shift. The 90% target will be assessed through analysis of our cordon count data – the locations for these counts are on the inbound approaches to the city centre across the Manchester-Salford Inner Relief Route.

By 2040 we anticipate there will be over 53,000 rail trips (an increase of almost 90%) into the city centre in the morning peak, increasing from 28,700 trips in 2019. The rail network is already extremely congested around central Manchester which affects many of our major stations, in particular Manchester Piccadilly, Oxford Road and Deansgate on the Castlefield rail corridor.

On Metrolink, there will be almost a 50% increase in trips, increasing from 17,700 trips in 2019 to over 25,000 trips into the city in the morning peak. Despite the new capacity from recent improvements, some lines will be operating over-capacity as early as the mid-2020s – highlighting the need to invest in the capacity and reliability of the existing network and systems.

Bus patronage is also set to increase by over 50%, 34,800 trips to be made into the city centre in the morning peak by 2040 – an increase from 22,700 trips in 2019. There are limited route choices for buses meaning any increase in the numbers of buses entering the city centre will need to be managed.

Underpinning all this will be a major shift to walking and cycling for trips at the local level within, and to, the city centre. The number of people walking and cycling into the city centre in the morning peak is targeted to increase from 17,000 in 2019 to 28,500 by 2040. Walking is the most important mode of transport in the city centre and we will manage our streets to support walking as the main way of getting around, ensuring in particular that it is fully accessible to people with mobility impairments. Delivery of measures to make walking and cycling safer and easier through the Bee Network is a key part of our plans for the city centre.

Public transport trips into the city centre are forecast to increase by around 50% (Metrolink), over 50% (bus) and around 90% (rail) by 2040. Walking and cycling trips will also increase by around 70%. This will achieve a car mode share of 10% by 2040 (compared to 21% in 2019).

In 2019, freight vehicles (light goods vehicles and heavy goods vehicles) accounted for approximately 8% of traffic entering into the city centre. As the city grows, and patterns continue to change, there will be increasing demand for goods and servicing. Accommodating the additional demand within the constrained street network of the city centre will be a challenge and thus opportunities must be sought to drive supply chain efficiency and enhance kerb-space management.

Recent travel improvements

Over the last two years the following initiatives have been introduced to make it easier to travel to, from and within the city centre:

- Contactless, pay-as-you-go ticketing on Metrolink: to make it easier for customers to plan, make and pay for their journeys using different modes, thereby making the overall Greater Manchester public transport offer more attractive.
- A zonal fare structure on Metrolink: to make it easier for customers to plan, make and pay for their journeys using different modes, thereby making the overall Greater Manchester public transport offer more attractive.
- An 'Early Bird' Metrolink offer for those travelling before the morning peak: to increase passenger numbers without adding to overcrowding during the morning peak period.
- Our Pass – Cheaper travel for young people: to create a more inclusive public transport network by improving access for young people.
- The Women's Concessionary Travel Pass: launched by TfGM in 2018, the pass entitles thousands of women affected by the change in the state pension age to free off-peak travel on bus, train and tram.
- Access to apprenticeships: supporting apprentices across the region with a free 28-day travel pass valid on bus and tram services.

Ensuring safety and security across our transport networks

Our transport systems need to be safe and secure for all our users. In the last three years there have been 587 accidents in the city centre, including five fatalities, and 94 resulting in serious injuries in the city centre. We must work hard to reduce this to as close to zero as possible and ensure transport networks are safe for all users. We must also reduce the fear of crime and anti-social behaviour and communicate clearly our efforts to ensure public transport is safe.

We will focus measures to improve safety including the dangers posed by motorised traffic, particularly those dangers that can result in road deaths or serious injuries to vulnerable groups.

We recognise that security, and the perception of security, is an important element in persuading people to travel by public transport or to take up active travel. Personal security is also an important consideration in terms of the night-time economy as people are travelling at a time when they may feel more vulnerable, for work or leisure purposes.

We also recognise that safety is an issue for people when moving around the city centre at night, especially in areas where traffic is not permitted. When considering traffic-free spaces, we will make sure that safety is taken into account, which could include a range of lighting or different restrictions in daytime and night-time hours.

The conversation highlighted that 80% of respondents currently feel unsafe while cycling around the city centre indicating a particular problem for cycling into and around the city centre.

In the rail sector, platform 13 and 14 at Manchester Piccadilly currently handle more footfall in the peak hour than an equivalent period at Nottingham station in its entirety. Such high levels of demand lead to overcrowding on the platforms and there are very serious concerns relating to people's safety at this location.

Measures including improved waiting areas and platform patrolling have been introduced to address this risk in the short term, but demand through these platforms will continue to grow as the platforms provide the main east-west connections and connect the city centre with the airport. Similarly, localised incidents have been observed for people waiting to board buses where pavement widths are narrow and cannot handle the level of demand. In some locations, this has led to people over-spilling onto the highways and putting them at risk.

Preparing for changing travel needs and transport innovations

The position of the city centre as the most significant economic area in the UK outside London will continue. This will include a range of sectors including retail, leisure, sports, arts, music and culture. The night-time economy is an essential part of the vitality of the city centre and as it grows, workers, residents and tourists will spend their time and money outside normal working hours. This will further stimulate these industries and drive increased travel demand during the off-peak hours, meaning our travel network will have to accommodate 24/7 travel patterns. This is in addition to workers who already commute during this period e.g. for service work in hospitals, and other industries that do not cease during the evening hours.

Taxis and private hire vehicles (PHVs) provide invaluable transport services at times when public transport is not an option, and they can be especially valuable for people with restricted mobility. However, changes to taxi and PHV regulation, new technology and business models, and an outdated legislative framework, have all contributed to the current situation where PHVs that are not licensed locally can operate locally. The 10 Greater Manchester authorities have worked to develop a set of proposed minimum standards for services licenced in Greater Manchester. A consultation on the standards ran alongside the Greater Manchester Clean Air Plan consultation and the authorities are reviewing the feedback and will confirm which standards are to be adopted, in what form, and the timeline for their implementation in due course. TfGM and the 10 local authorities will also continue to lobby Government to legislate to close the loophole which permits out-of-area operation for private hire.

Digital technology is reshaping every aspect of our lives in ways which were inconceivable a generation ago, including how we work, travel, shop, access services, meet people, communicate and are entertained. High-speed internet, digital skills and access to technology influence how we travel and will be an important factor in the development of our transport system. We will investigate opportunities to improve digital infrastructure in public spaces. As part of the Greater Manchester Digital Blueprint, the city-region is developing a clear strategic vision on 5G and fibre optic communications, looking at the commercial opportunities to maximise their value to the city and across Greater Manchester.

In the future, transport as we know it will change further still. There is increasing demand for responsive travel that suits the needs of passengers, rather than fixed schedules. Enhanced real-time travel data will help us better understand travel patterns, gain more insight into movements and plan our provision of transport services and car parking supply more dynamically in response

to demand. People may also have a more flexible attitude to transport, e.g. cycling to work one day, travelling by tram the next. Mode or route will be based on the best available option on a given day and informed by live, easily accessible data. This flexibility will be enabled through the onset of new technologies and ways to access transport, like Mobility as a Service and mobility hubs, that give people more options to plan and pay for a combination of transport modes in a way that best suits their needs.

A growing city centre population is expected to generate more delivery and servicing needs, whether that is to homes in the city centre or retail and leisure facilities. Advances in technology also provide the opportunity to make goods deliveries more efficient. Companies can now use live travel information to effectively schedule their deliveries, optimise delivery patterns and re-time and re-route to avoid congestion, as well as utilising last-mile cycle deliveries, parcel lockers and consolidation. The market is continually developing and more advances are expected. Connected and autonomous vehicles are one of the biggest upcoming technological advancements in the transport sector. They have the potential to assist both the passenger and freight transport sectors through improved safety and efficiency, so this future technology should be accounted for as best as is possible. Any adoption of autonomous vehicles at scale will require careful regulation, and must not compromise our overall aim to design the city centre around people rather than vehicles.

The range of users on our city centre networks is vast, and includes commuters, users with disabilities, older people, school children and those travelling for evening entertainment – meaning a broad range of travel options are required. The implications of future technologies will impact different groups to different degrees depending on levels of acceptance and willingness to change. This will be easier for some than for others. Our strategy must ensure that technology keeps in mind different users with considerations around mobility, affordability, dependability, agility and flexibility.

Supporting Greater Manchester, Manchester and Salford policies and strategies

The City Centre Transport Strategy supports and aligns with a suite of strategies that deliver the **Greater Manchester Strategy: Our People, Our Place**.

The Greater Manchester Strategy sets out a compelling vision for the city-region: “Our vision is to make Greater Manchester to be one of the best places in the world to grow up, get on and grow old”.

Greater Manchester Local Plans

The City Centre Transport Strategy is closely aligned with work currently underway on Local Plans in Greater Manchester; the development of ‘Places for Everyone’, a Joint Development Plan Document; and Our Delivery Plan 2021-2026 (part of the Greater Manchester Transport Strategy 2040).

Places for Everyone will provide an important strategic framework designed to underpin the successful planning of local planning authorities within Greater Manchester. It will provide the basis for an informed and integrated approach to spatial planning and place making. The plan sets

out the allocation of land, with the city centre earmarked for higher density residential and commercial growth.

2040 Transport Strategy

Development of the City Centre Transport Strategy is additionally guided by a range of existing important policy documents. These provide broader aspirations for how the city centre should function moving towards 2040.

The Greater Manchester Transport Strategy 2040 identifies what a successful transport system might look like to support the city-region’s wider economic, social and environmental ambitions, through the vision for “world-class connections that support long-term sustainable economic growth and access to opportunity for all”, see Figure 10.

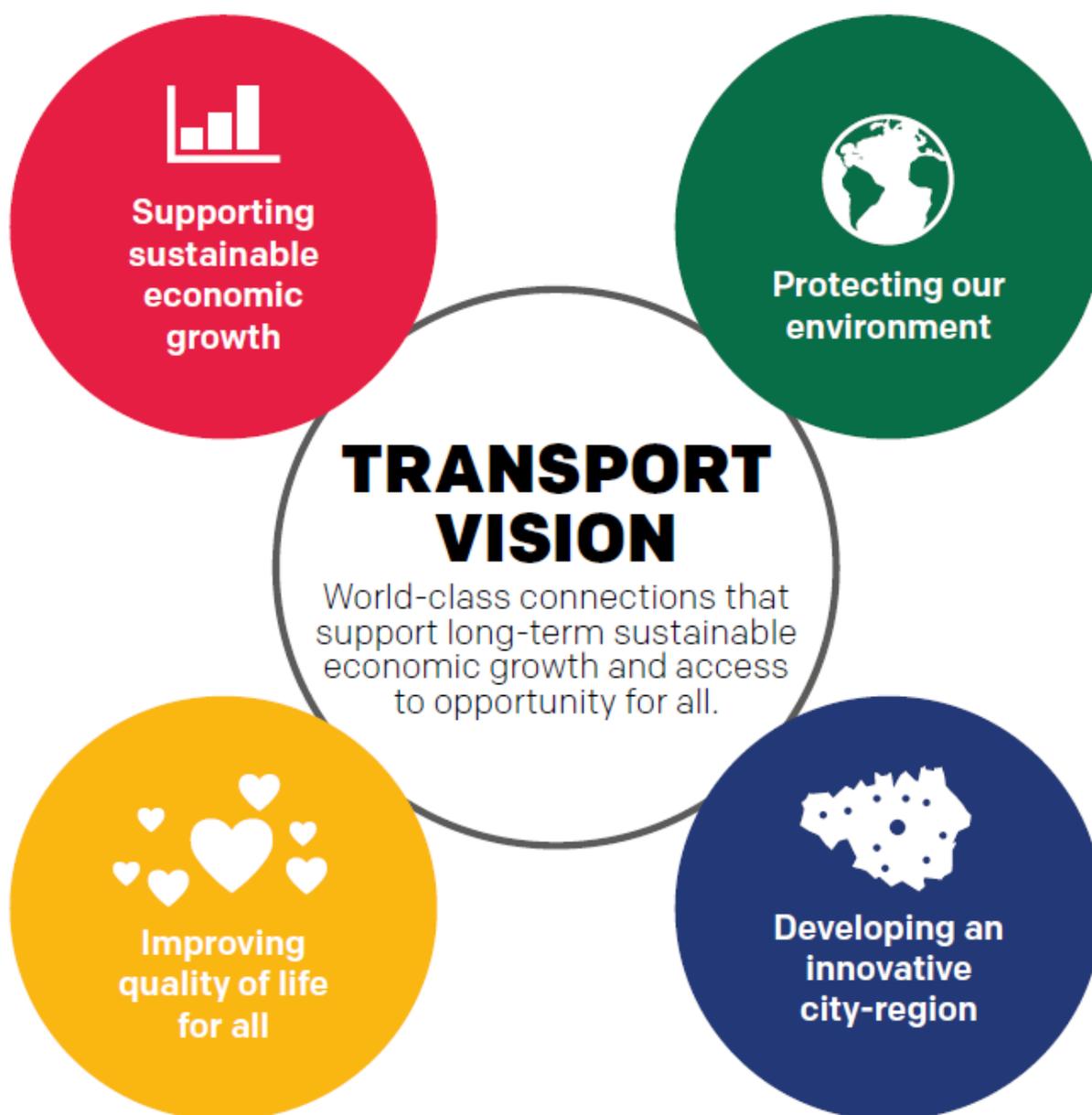


Figure 10: Greater Manchester transport vision, 2040 Transport Strategy

The Greater Manchester Transport Strategy 2040 sets out our long-term vision for the ‘Right Mix’ of transport on our network: for 50% of trips to be made by sustainable modes by 2040. Achieving this would enable us to deliver a healthier, greener and more productive city-region without increasing overall levels of motor vehicle traffic.

The seven network principles of the 2040 Transport Strategy, shown on Figure 11, focus on transport delivering integrated, inclusive, healthy, environmentally responsible, reliable, safe and secure, and well-maintained and resilient networks for all. The city centre is at the geographical heart of the spatial themes contained within the 2040 Transport Strategy making it critical to the success of its delivery.



Figure 11: 2040 Transport Strategy network principles

A refreshed Greater Manchester Transport Strategy 2040 and new Five Year Transport Delivery Plan were published in January 2021, as well as Local implementation Plans for Manchester and Salford.

A vision for this integrated, modern and accessible transport system was set out by the Greater Manchester Mayor in 2019, through the launch of ‘Our Network’. Designed to align with our long-term, 2040 Transport Strategy vision, Our Network provides an additional way to communicate everything we want to achieve in the medium-term when it comes to our public transport and walking and cycling networks.



Wider strategies

This strategy supports many wider strategies and policies seeking to enhance connectivity, enable growth for the wider region and tackle key challenges including congestion, air quality and carbon emissions.

Broader strategies aim to promote the city centre as a high-quality place, ultimately aspiring for a thriving, sustainable, liveable and zero-carbon city. They also promote wellbeing across the region for people of all ages through better health, enhanced safety and security, stronger communities, and greener, more welcoming and relaxing environments. Figure 12 shows the links between this City Centre Rail Transport Strategy and wider supporting strategies and policies.

The City Centre Transport Strategy: supporting wider policies and plans



Figure 12: Supporting wider policies and plans



Our ambitions

Our vision is for a well-connected, zero-carbon city centre at the heart of the North, offering all residents, employees and visitors a great place to work, live in and visit.

Our vision has three key dimensions for transport:

1. Delivering an integrated, inclusive and sustainable transport network with increased connectivity and capacity, which meets growth in travel demand for getting to, from and around the city centre;
2. Improving the quality of the city centre streets to ensure it is an age-friendly, safe and inclusive centre that is a great place to spend time in and move around; and
3. Supporting the transformation towards a net-zero carbon city centre.

We have set out seven ambitions, in Figure 13, which focus on areas that will help us achieve our vision.



Figure 13: Our ambitions

Ambition 1: Walking is the main way of getting around the city centre

The city centre is safe and easy to walk around with clear, well-signed routes. Pavements and public spaces will be high quality, well-maintained, green and accessible- catering for everyone, no matter what their age or mobility. The term walking encompasses not only people walking but also those using streets and spaces in a variety of other ways in addition to spending time in, for example to rest and play. These include:

- Those using wheelchairs, including electric wheelchairs and mobility scooters;
- Those with sensory impairments, such as blind, partially sighted or deaf pedestrians who may experience the street environment quite differently; and
- Those pushing prams, buggies and double buggies.

We want walking to be the main way people get around the city centre. This means:

- It is safe and easy for people to walk around the city centre, both during the day and at night;
- Routes around the city are clear to navigate;
- Walking becomes the obvious and convenient choice of travel from our city centre public transport hubs;
- Our city is age-friendly, and our streets cater for everyone including children, older people and disabled people;
- Our footways and public spaces are clean and maintained to a high quality; and
- More attractive streets that are pleasant to spend time in, with seating provided to allow people to rest.

Key statistics and current perceptions: walking

Deansgate and Piccadilly Gardens were highlighted as streets in the city centre that have too little space for pedestrians in our conversation.



Ambition 1: Walking is the main way of getting around the city centre

Challenges

- Footways and pavements not wide enough and in some areas of a poor quality;
- Insufficient wayfinding around the city making it difficult to navigate;
- Overcrowded footways at peak times;
- Catering for the different needs of our street users – particularly those with mobility impairments; and
- Perception that city centre is unsafe to walk around, particularly after dark, due to concerns about crime and anti-social behaviour.

Priorities

- Walking prioritised as the most important mode for getting around the city centre;
- Provision of clean, coherent, high-quality and well-maintained walking networks;
- Pedestrian networks integrated with major public transport interchanges;
- City centre streets that provide for the needs of young people, older people, people with mobility issues and disabled people;
- Safe, navigable routes supported by clear wayfinding infrastructure;
- Reduce death and serious injury to pedestrians caused by collisions with motor vehicles to as close to zero as possible;
- Introduction of more green space and enhanced attractiveness of public realm in the city centre;
- More street space given to pedestrians to allow people to walk in comfort and safety;
- The provision of accessible and age-friendly street furniture including well-designed and frequent seating and lighting; and
- Inclusion of safety considerations within the design of public areas, especially those where traffic is not allowed.

Considerations

- Use of existing streets and spaces to enhance public realm and green areas
- More priority to pedestrians at key junctions and crossing points – which could cause some delay to other vehicles in the city centre
- Inclusion of safety considerations within the design of public areas, especially those where traffic is not allowed

Ambition 2: The city centre is cleaner, greener and less congested

Traffic levels and pollution in the city will be reduced, through the removal of non-essential and polluting vehicles travelling into and across the city centre.

We want to create a cleaner and less congested city centre. This means:

- Reducing traffic levels in the city centre;
- Reducing the proportion of trips into the city centre made by car to less than 10% of the total morning peak hour trips;
- Reducing idling motor vehicles and minimising vehicle dwell time on city centre streets;
- Removal of non-essential and polluting vehicles travelling into and through the core of the city centre;
- By 2030, the majority of vehicles operating in the city centre should be low or zero emission;
- Re-designing our city centre streets so that they provide first and foremost for travel on foot, by cycle and by public transport;
- There are more green spaces and trees in the urban environment, with good access to the rivers, canals and parks; and
- Reducing car dependency in the city centre by providing access to shared low emission vehicles for use by residents, businesses, and visitors, such as through bike hire, electric car clubs, e-cargo bikes and e-scooters.

Key statistics and current perceptions: congestion/air quality

90% of conversation respondents identified air quality as an important issue.

80% agreed that improving cycling, walking and public transport infrastructure would be the best way to improve air quality.

48% of respondents felt that cars, motorcycles and mopeds had too much space in the city centre, whilst 64% of respondents felt that cyclists had too little space.



Ambition 2: The city centre is cleaner, greener and less congested

Challenges

- Competing demands of different transport users for limited street space;
- Congestion from increasing demand on city centre streets from vehicles – including cars, vans, goods vehicles, buses, and on-street Metrolink running;
- Poor air quality and pollution from older and diesel vehicles, including freight vehicles, taxis and private hire vehicles and buses; and
- High carbon emissions from motorised transport.

Priorities

- Providing cleaner air in the city centre through the delivery of the Greater Manchester Clean Air Plan;
- Prioritising use of space in the city in favour of modes that use space more efficiently (e.g. active travel and public transport);
- Discouraging private car use and managing deliveries and servicing more effectively
- Achieve year-on-year reduction in carbon emissions necessary to achieve net-zero carbon by 2038;
- Improving the wider road network to manage traffic travelling into the city centre and across the central area of Greater Manchester;
- Ensuring appropriate charging infrastructure for ultra-low emission vehicles;
- Increase the number of shared use, low emission vehicles available for use by residents, businesses and visitors alike; and
- Include the provision for shared mobility in new developments.

Considerations

- Mechanisms to favour clean transport modes over all others in the city centre;
- Transfer of space away from private vehicles to give greater priority to a safer and more pleasant environment for walking;
- Retaining accessibility across the city centre; and
- Impacts of displaced traffic and vehicles out of the city centre, and residents with private vehicles in the city centre.

Ambition 3: More people choose to cycle to destinations within the city centre

There is an attractive, safe, protected and efficient cycling network into and through the city centre, delivered as part of the city-region’s proposed Bee Network. Cycling is supported with good parking facilities close to key destinations, and hire bikes are easy to access in the city centre.

We want to create a more cycle-friendly city centre. This means:

- There is an attractive, safe and efficient cycling network into and through the city centre which connects our major public transport hubs and assets;
- Major infrastructure and physical features such as rivers and canals do not form barriers to accessing the city centre by bike;
- Cycle routes are safe, direct, attractive and easy to use, and protected from other traffic, where necessary;
- Road crossings are safe and easy to navigate for cyclists;
- Riders of all types of cycle, including non-standard cycles and cargo bikes, have enough space to move around safely and comfortably;
- Bikes can easily and quickly be hired in the city centre;
- Safe and convenient places are available across the city to store bikes; and
- Facilities such as cycle parking, showers and lockers are available to support cycling into the city centre.

Key statistics and current perceptions: cycling

Cycle safety is identified as a major issue with 80% of conversation respondents indicating they felt unsafe when cycling around the city centre. People also cited availability of safe cycle parking as a barrier.



Ambition 3: More people choose to cycle to destinations within the city centre

Challenges

- Disjointed cycling networks within and to the city centre area;
- Traffic levels in some parts of the city centre area do not encourage people to cycle;
- Streets planned primarily around motor vehicle movement, not people cycling or walking;
- Insufficient wayfinding around the city making it difficult to navigate;
- Lack of cycle parking and issues with cycle theft and vandalism; and
- Severance caused by major infrastructure acting as barriers to direct routes.

Priorities

- Improving cycle connectivity across the city centre – with safe, direct routes to/from major destinations;
- Maximising cycle capacity on routes into the city centre to support growth in demand and to support larger bikes such as cargo bikes and handcycles;
- Provision of high-quality cycling network for travel within and to/from the city centre that provides continuous networks, including when travelling between local authority areas;
- Safe, navigable routes supported by clear wayfinding infrastructure;
- Safe crossing facilities for cyclists to minimise severance impacts of canals, rivers, roads and railway lines;
- Cycling networks which provide good access to and from major public transport interchanges;
- Ability to access a cycle for moving into and around the city; and
- Enhanced cycle storage and facilities for cyclists, including for e-bikes.

Considerations

- Challenges of delivering segregated cycling facilities through pedestrian priority streets and how the pedestrian/cyclist conflict is handled;
- How streets can be shared where they are narrow and available space is extremely limited; and
- The density of development and the complex networks of streets making it difficult to deliver consistent world-class cycling infrastructure in all locations.

Ambition 4: The city centre benefits from better public transport connections

Manchester and Salford city centres are well-connected by rail to other cities and towns (to support commuting, business and leisure trips). There is sufficient capacity on peak hour Metrolink, bus and rail services, and better integration between modes to ensure that public transport is an attractive alternative to car travel. Public transport operating hours and service patterns support travel needs at evenings and weekends, particularly for leisure and commuting trips. Cross-city services are convenient, reliable, safe and secure, clean, quiet and accessible to all.

We want Manchester city centre to be well-connected and provide enough high-quality public transport capacity to support future growth. This means:

- Delivering sufficient capacity on peak hour Metrolink, bus and rail services to meet forecast demand levels;
- Providing better rail connections to other towns and cities across the UK through delivery of HS2, NPR and other rail enhancements;
- Thinking about our public transport networks holistically and supporting new inter-urban railway services (including high-speed links) where they release capacity and provide benefits to the rapid transit network (suburban rail or metro);
- Providing opportunities to interchange seamlessly between all modes of transport within the heart of the city centre;
- Ensuring the transport gateways to our city centre are attractive and welcoming to all;
- Improving the reliability of bus services into and across the city centre to offer a more attractive service. Cross-city bus services are convenient, reliable, safe and secure, clean, quiet and accessible to all;
- Enhancing the comfort of our bus and rapid transit services into the city centre;
- Running public transport services at times that suit all users – including weekend and night-services;
- Ensuring our transport systems feel safe and secure for everyone;
- Improving physical access to public transport services;
- Committing to low emission public transport fleet operation in the city centre; and
- Ensuring resilience of our public transport network for planned and unplanned disruption.

Key statistics and current perceptions: public transport

The 2018 conversation highlighted the view that the public transport network should be improved with cheaper travel and increased frequency and reliability to make services more attractive.

Ambition 4: The city centre benefits from better public transport connections

Challenges

- Congestion and poor reliability on the rail network for passenger and freight services;
- Increasing numbers of buses and traffic competing for limited space in the city centre creating congestion and impacting bus reliability;
- Increasing demand for public transport services which are already running at capacity in the peak hours;
- Complicated and fragmented arrangements around operations (including ticketing) with multiple private operators;
- Difficulties interchanging between transport modes e.g. distance between bus stops and platforms, different tickets and prices, and timetables that are not joined up across modes; and
- Catering for a wide variety of different people travelling to the city centre for different purposes and with different transport requirements.

Priorities

- Supporting the delivery of nationally planned infrastructure to deliver high-quality, high-speed public transport connections to the city centre;
- Accommodating the forecast growth in peak hour trips (additional 50% peak hour trips by 2040) through increased capacity in public transport;
- Enhancing rapid transit connections into the city centre providing additional comfort and increased accessibility to a broader range of users;
- Providing appropriate frequency of public transport to the city centre from different origins, including night-time services;
- Supporting people's ability to interchange easily between transport modes;
- Improving the comfort and safety of public transport journeys, ensuring they are as smooth and stress-free as possible;
- Ensuring the planning of street changes and closures are balanced with the need to provide bus users access to all areas of the city centre;
- Running public transport services at times that suit different user needs;
- Ensuring journeys by public transport are affordable for all users; and
- Quality Bus Transit services that support travel to, from and through the city centre.

Considerations

- To support walking becoming the most important mode of travel in the city centre, our street network needs to be prioritised, requiring more efficient provision of bus services, with a reduction of vehicles in the city centre; and
- Bus and on-street tram need to be appropriately considered in this mix, with greater priority than general traffic.

Ambition 5: Parking in the city centre is smarter and integrated with other modes

Car parking is reduced and appropriately located in the city centre but remains available to those with specific mobility needs that rely upon accessible parking provision. Parking will be reviewed close to city centre public transport hubs, with people encouraged to travel to those locations using the public transport and active travel options provided. Outside of the city centre, car parking is smarter and better integrated with other modes of travel.

We want to ensure that car parking in the city centre is effectively managed. This means:

- Reducing the number of car parking spaces in the city centre, including at key public transport hubs, with the exception of accessible spaces for those with disabilities and mobility impairments;
- Providing greater flexibility in how car parking is used to make more productive use of parking spaces;
- Considering the needs of coaches, taxis and commercial service vehicles in our parking provision;
- Park-and-Ride / travel hubs outside the city centre, and mobility hubs within and around it, both playing a more important role in access to the city centre;
- Locating car parks close to major strategic routes into the city centre, in particular the Inner Relief Route and allow interchange to other modes and discourage driving into the core city centre;
- Providing clear navigation and information relating to available car parking spaces;
- Use of real-time information to inform driving and parking in the city centre;
- Future-proofing for electric vehicles where appropriate; and
- Providing residents with access to shared vehicles for essential use rather than encouraging car ownership.

Key statistics and current perceptions: parking

There is an overall planned reduction in off-street car parking in the city centre area due to redevelopment of car parking sites and to align with our vision. It is estimated that 12,500 spaces will be removed from the parking supply.

Ambition 5: Parking in the city centre is smarter and integrated with other modes

Challenges

- Conflicting demands for street space;
- An expanding city centre shifting car parking into a wider fringe area around the city;
- Complicated arrangements around car parking operation; and
- Consideration of coach parking generated by tourists.

Priorities

- Not replacing temporary car parking lost to development schemes within the city centre;
- Car parking retention prioritised near to the strategic road network;
- Making the best and most efficient use of kerbside and off-street car parks;
- Exploring opportunities to better use spare capacity in car parking;
- Dynamic and smarter car parking within the city; and
- Integration of parking with public transport modes e.g. Park-and-Ride travel hubs outside the city centre, and mobility hubs within and around it.

Considerations

- Reduced number of parking spaces in the city centre; and
- Loss of revenue generated from parking.



Ambition 6: Goods are moved and delivered sustainably and efficiently into and within the city centre

Essential goods can access our city centre, with a shift towards cleaner, more efficient vehicles and processes that minimise the negative impacts of deliveries and servicing.

We want our goods to be delivered efficiently and using sustainable practices. This means:

- Keeping essential goods moving to our city to support our economy;
- Encouraging the grouping of deliveries and collections where possible to avoid multiple trips, especially at peak times;
- Recognising the changing role of streets at different times of day;
- Shifting towards low emission goods fleet operation in the city centre;
- Supporting a shift to more sustainable modes for freight deliveries, such as cargo bikes;
- Successfully managing construction traffic operating in the city centre to cause minimum disruption and safety implications;
- Minimising the negative impact of deliveries and servicing on the quality of life; and
- Better management of our kerbside space within the city centre including partnership working.

Key statistics and current perceptions: goods deliveries

8% of trips into the city centre in the AM peak are vans and HGVs compared to 16% off-peak.



Ambition 6: Goods are moved and delivered sustainably and efficiently into and within the city centre

Challenges

- Increasing demands for goods in our city centre, which increases trips into and around the area;
- Increasing levels of waste produced by our city, increasing trips out of the city centre;
- Increasing numbers of polluting vehicles within our city centre;
- Increased consumer expectations for speed of delivery;
- A lack of physical space for HGVs and kerbside deliveries;
- Potential disruption during major construction work in the city centre;
- HGVs and delivery vans are accessing the city centre throughout the day and make up around 16% of vehicles crossing the city centre cordon during the off-peak daytime period; and
- Accommodating personal shopping/grocery delivery for increased residential living.

Priorities

- Enhancing sustainable delivery practice within the city centre;
- Streamlining deliveries and collections;
- Optimising use of space to allow for servicing and delivery needs;
- Delivering goods at appropriate times that are the least disruptive to residents and businesses;
- Supporting delivery of goods with lower polluting vehicles;
- Supporting safe and sustainable delivery of goods; and
- Minimising the number of HGV movements in the city centre by ensuring the scale of vehicle is appropriate to the scale of delivery.

Considerations

- Timing of deliveries to give pedestrians greater priority in the city centre;
- Deliveries to take into account increased city centre living; and
- Businesses to shift towards cleaner and optimised vehicle solutions.

Ambition 7: Innovation is embraced where it benefits the city centre and its users

We support creating a better travel experience in our city centre by developing and using new technologies and emerging methods of travel. This includes embracing new ways of working, to optimise and improve transport services, customer information and asset management.

We want to embrace innovation in transport where it supports the wider ambitions of our City Centre Transport Strategy. This means:

- Promoting the physical and digital integration (i.e. Mobility as a Service) of existing and new low-carbon transport modes;
- Supporting a better and more accessible travel experience through digital connectivity, technology and innovation;
- Adopting the right micro-mobility options that complement active travel and public transport use and support modal shift to sustainable modes for short trips;
- Exploring new modes of transport, such as autonomous vehicles, and how these can help people travel flexibly and easily;
- Ensuring new services and technology are inclusive for all;
- Optimising and improving how we manage our assets and vehicle fleet, using new technologies such as drones and artificial intelligence where appropriate;
- Harnessing technology to reduce the need to travel;
- Delivering new transport services to improve sustainable first/last-mile connectivity to the city centre for people and goods; and
- Improving customer travel information through new forms of communication.



Ambition 7: Innovation is embraced where it benefits the city centre and its users

Challenges

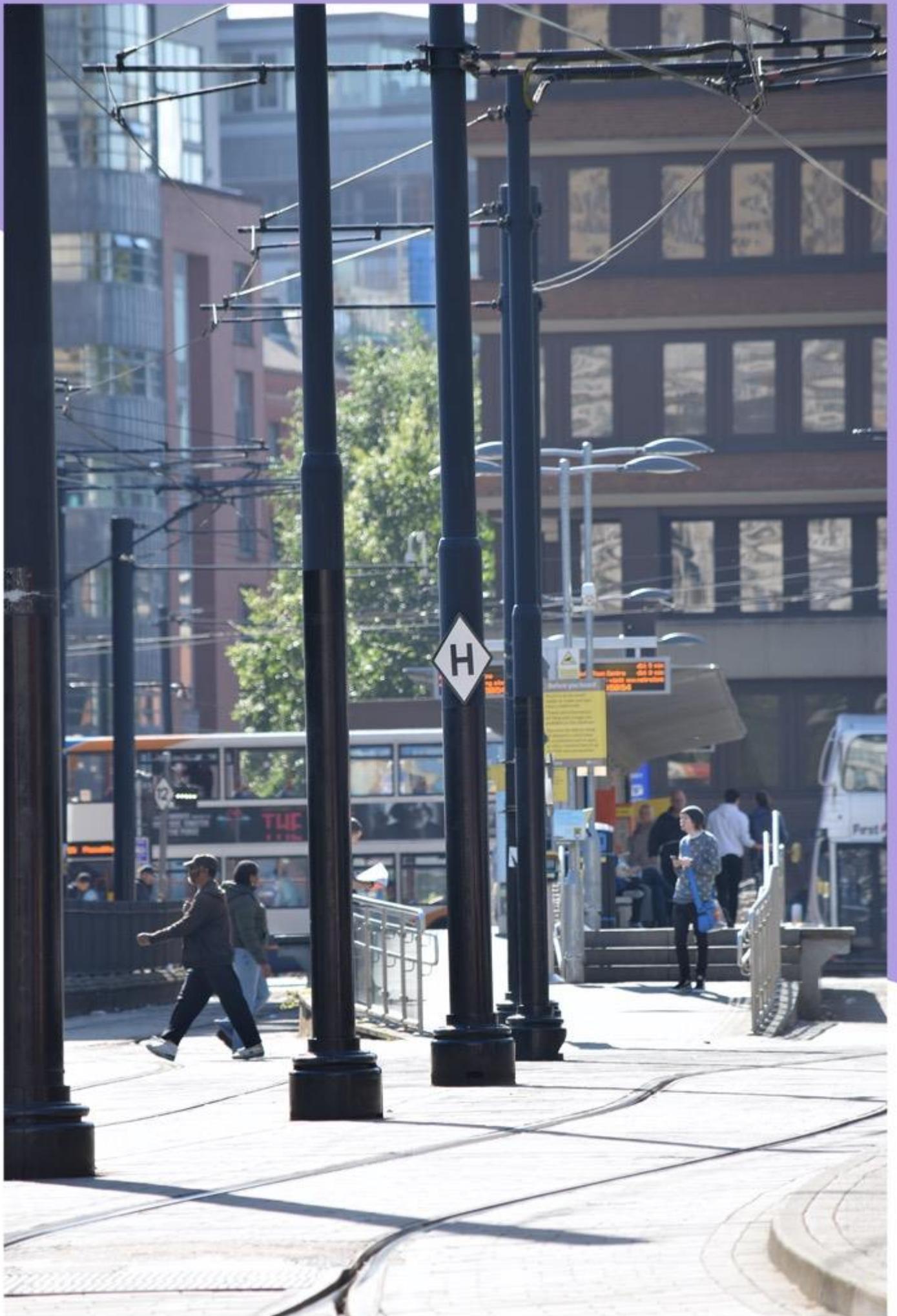
- Increasing consumer expectations for app-enabled, on-demand transport services;
- The transport system's ability to respond to rapid fluctuations in travel demand;
- Emergence of new transport technologies, such as on-demand transport services, changing the ways people choose travel;
- New technologies and business models making future travel demand difficult to predict; and
- Ensuring new technology solutions are available to all and do not impact on vulnerable groups.

Priorities

- Supporting the city centre's transition towards a future mobility zone. This includes advancing the digital and physical integration of low-carbon transport modes;
- Providing better integrated and real-time travel information to users;
- Providing new opportunities for mobility for those with disabilities and mobility impairments;
- Embracing innovation where it allows us to better manage our assets;
- Optimisation of passenger services and delivery of goods through new technologies;
- Embracing new technologies and products that support more sustainable travel choices;
- Future-proofing our city for new transport opportunities where they support our city centre aspirations e.g. micro-mobility solutions, autonomous vehicles and artificial intelligence; and
- Using technology to monitor and reduce transport emissions.

Considerations

- Identify opportunities to future-proof investment decisions by developing a clear vision of how innovative solutions can help achieve our city centre ambitions.



Our proposals

The proposals we have developed aim to support our short-term recovery following the Covid-19 pandemic, and to support delivery of our vision for the city centre for an integrated, healthy, inclusive and sustainable transport network with increased connectivity and capacity. They will help to deliver growth in a sustainable way and to support our target for 90% of people using public transport and active travel to get into the city centre, in the peak period before 2040.

Our proposals also reflect our desire to make walking the main mode of travel for getting around the city centre and creating high quality streets and public spaces that are welcoming and easy to move around. All our planned proposals support the transformation needed to shift towards a net-zero carbon city centre and cleaner air.

Committed interventions and programmes

Manchester City Council, Salford City Council and Transport for Greater Manchester (TfGM) have committed transport interventions for the city centre which will be delivered in the next five years and will contribute to achieving our vision. These interventions have significant funding allocated, and the case for change has already been demonstrated (although final funding arrangements and approval of the business case may still be needed in some cases). The main committed proposals are:

Albert Square redevelopment: As part of the town hall refurbishment project, Albert Square will be redeveloped to create one of the finest civic spaces in Europe. This includes enlarging the square by pedestrianising three of the roads that surround it, with only Princess Street remaining open to traffic and trams. The expansion will create a continental-style outdoor seating area and enhance the square's role as a major events venue. The designs complement the history and use of the square, while creating clearer and higher quality accessible routes that are free of traffic congestion and pollution, significantly transforming and enhancing this space.



New Bailey St/Bridge St infrastructure improvements: This project supports the redevelopment and growth of Central Salford by delivering public realm and environmental improvements alongside enhancements to public transport access and improvements to bus reliability in the north west of the city centre.



New and enhanced city centre active travel measures including:

Northern Quarter Bee Network scheme: A walking and cycling link between Piccadilly Station and Victoria Station, via the Northern Quarter. This includes:

- Development of high-quality public space in Stevenson Square
- Transformation of Thomas Street into a pedestrian focussed street, including the removal of on-street parking to increase space for pedestrians and cyclists;
- New pedestrian and cycle crossing facilities where the route crosses the tram lines near Shudehill; and
- Creating a Bee Network route through the Northern Quarter, linking Piccadilly and Victoria stations and forming the eastern part of the 'City Centre Triangle' of key city Bee Network routes.

Chapel Street East cycling scheme: The Chapel Street East scheme will be at the core of a wider network of routes enhanced for walking and cycling in the city centre that are being delivered through the Bee Network. The section of Chapel Street between New Bailey Street and Blackfriars is a key link into the city centre, however the route is currently dominated by motor vehicles. The proposed plans will make it easier and safer for people travelling on foot or by bike by providing protected facilities for cyclists and improved crossing provision for pedestrians.



It will also enhance the street environment on Chapel Street by providing extended and improved footways along with new trees and planting.

Manchester to Chorlton Beeway: This project will create a route that includes protected facilities for cyclists, and major improvements for pedestrians between Chorlton and Manchester City Centre. The 5km route will run along Barlow Moor Road, Manchester Road, Upper Chorlton Road and Chorlton Road, linking with existing routes and continuing to the city centre. Chorlton Beeway will be one of the first major routes to be completed. This route includes several CYCLOPS (Cycle Optimised Protected Signal) junctions, providing fully protected facilities for pedestrians and cyclists on all junction movements for the first time in the UK. The first of these is already open in Hulme.



Rochdale Canal towpath upgrade: Upgrading of the Rochdale Canal towpath towards Newton Heath and connecting routes as an improved walking and cycling corridor. This will provide a strong network of safe routes in and around this part of the city.

Northern and Eastern Gateway Bee Network in Ancoats and New Islington: This route will connect the neighbourhoods of Ancoats, New Islington, New Cross, New Town, Redbank and the Green Quarter by creating a high-quality, continuous walking and cycling route for the north and east city centre fringe.

Salford City Centre Bee Network Package: Ordsall Chord Riverside Connection, Oldfield Road Corridor, Chapel Street/Trinity Way (including enhanced links to Irwell St) and Broughton cycleway enhancements.

City Centre Triangle: Building on temporary road closures introduced in response to the Covid-19 pandemic and the Northern Quarter Bee Network scheme, funding has now been secured to consider some of the remaining links in the City Centre Triangle, particularly on Deansgate Liverpool Rd, Aytoun St and Whitworth St. The aim is to provide Bee Network standard infrastructure that connects the heart of the city centre.

Salford Central station upgrade: To provide additional capacity by re-opening disused platforms and accommodate longer trains.

Central Manchester Rail Network Enhancements (including Castlefield corridor, Piccadilly Station's platforms 15/16 and Oxford Road station) (subject to Government approval): To address the critical capacity constraints on the rail network in the city centre, which will need to expand to accommodate the forecast employment growth.

Trans-Pennine Route upgrade electrification to Stalybridge: The first phase of measures to address medium-term capacity constraints and speed up journeys between Manchester and Leeds.

Additional Metrolink vehicles (27 new trams) and associated infrastructure including depot and power upgrades: To increase Metrolink capacity into and through the Regional Centre to facilitate continuing economic growth and access to services and encourage mode shift.

Smart, integrated ticketing: To make it easier for customers to plan, make and pay for their journeys using different modes, thereby making the overall public transport offer more attractive and encouraging modal shift.

Retrofitting buses and electric bus fleet investment: To improve air quality in the city centre and surrounding areas.

Early expansion of electric vehicles network charging points and electric vehicles in car clubs: Including for use by private hire vehicles and taxis: to improve air quality in the city centre and other areas of Greater Manchester.

Innovation pilots and trials of new technologies: A wide-ranging innovation programme to demonstrate how new technologies, business models and transport modes can support the improvement of the transport network in Greater Manchester. This includes policy development and trials of Mobility as a Service (MaaS) platforms and Connected and Autonomous Vehicles

(CAVs), the use of artificial intelligence to control traffic signals and reduce congestion, the creation of mobility hubs offering a range of shared use electric vehicles, and a large e-scooter trial in Salford.

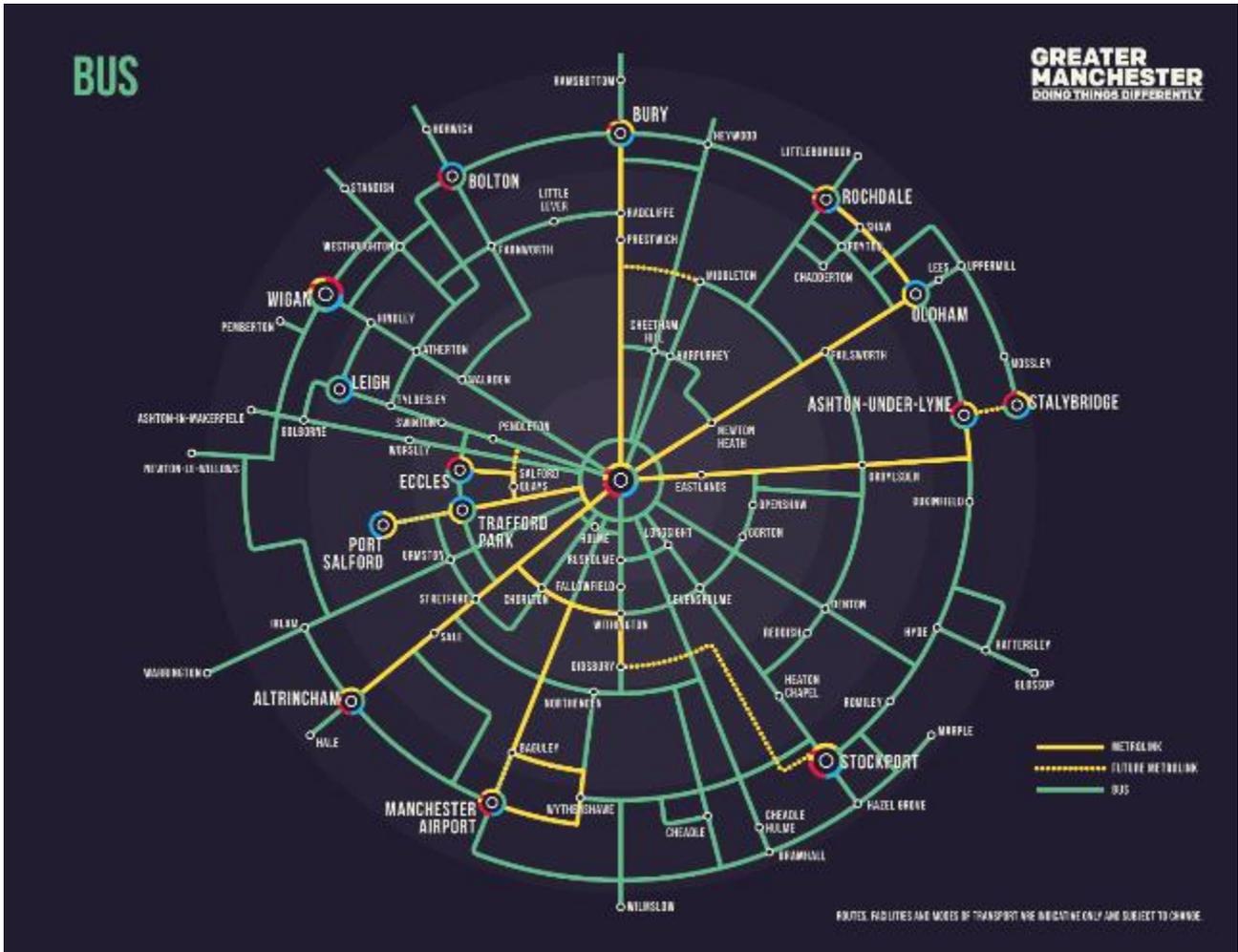
Delivery of High Speed 2 including to Manchester Piccadilly, Manchester Airport, Stockport and Wigan: To deliver transformational change to Greater Manchester’s city-to-city rail offer, resulting in wider benefits for the city-region as a result of the improved connectivity. HS2 is committed to be delivered but this will be beyond 2025.



Future Transport Interventions

Further transformation of our streets and public transport, to support people travelling into and around the city centre will help us to achieve our vision and ambitions. This is not necessarily about new infrastructure, it is also about using our existing assets more effectively. An ambitious but flexible combination of policies, infrastructure investments, service improvements and behavioural changes will be needed up to 2040. These interventions are set out in the map at the end of this section with the key proposals introduced below.

Our Bus – Buses will play a fundamental role in enabling access to the city centre, especially for those living within 10km. We want bus services to be more efficient and reliable encourage people out of their cars, and we will work with bus operators towards these goals. We also want buses to be accessible, with drivers trained to ensure disabled people feel safe and supported to use the service. This will support the Our Network ambitions and proposals for bus.



We will continue to support reform of bus services in Greater Manchester to ensure that buses are a fully integrated part of our city centre transport network.

In the future we would like our buses to become zero-emission, quieter and have integrated ticketing with potentially more cross-city bus services and some bus services not running all the way into the centre. We would also like to see longer operating hours for public transport to support the night-time economy and those travelling for work outside traditional hours. It continues to be important that passengers are able to use buses to get as close as possible to their destinations within the city centre.

Free Bus currently plays a complementary role in helping people travel around the city centre. The role and routing of Free Bus within the city centre may change over time and a refresh of the fleet will support our Clean Air ambitions.

There are also some streets and areas of the city centre that need to be less polluted and more attractive so they work better for pedestrians, people with mobility needs, such as wheelchair users, and cyclists. This approach does not mean removing all vehicles. The intention is that we give greater priority and space to people and that vehicles play a far less dominant role. We will support this through a combination a reduction in general traffic in the city centre and bus re-routing. Interventions that support bus travel are likely to include bus gates, improvements to bus stops and the development of Quality Bus Transit (QBT) corridors.

Enhancements to Shudehill Interchange

The city centre Shudehill bus terminus currently has good bus passenger facilities and is well managed. We would like to increase the role of Shudehill and run a greater number of buses services there. At times however, access to the bus station is compromised by road congestion—particularly at the junction between Shudehill, Nicholas Croft, Withy Grove, Thomas Street and the bus interchange. We will seek to reconfigure the traffic signals in this area, remodel the bus egress onto Shudehill and incorporate improved pedestrian facilities.

We would like to improve the area around the Parker Street and Oldham Street bus stops in Piccadilly Gardens and consider whether reasonable alternative options can be found to reduce the space needed by buses. Poor quality public realm, antisocial behaviour, poor bus passenger facilities, significant bus-on-bus congestion and crossing safety are some of the key issues in this area. Parker Street also does not offer good interchange with rail services at Manchester Piccadilly, the main station in the city centre.

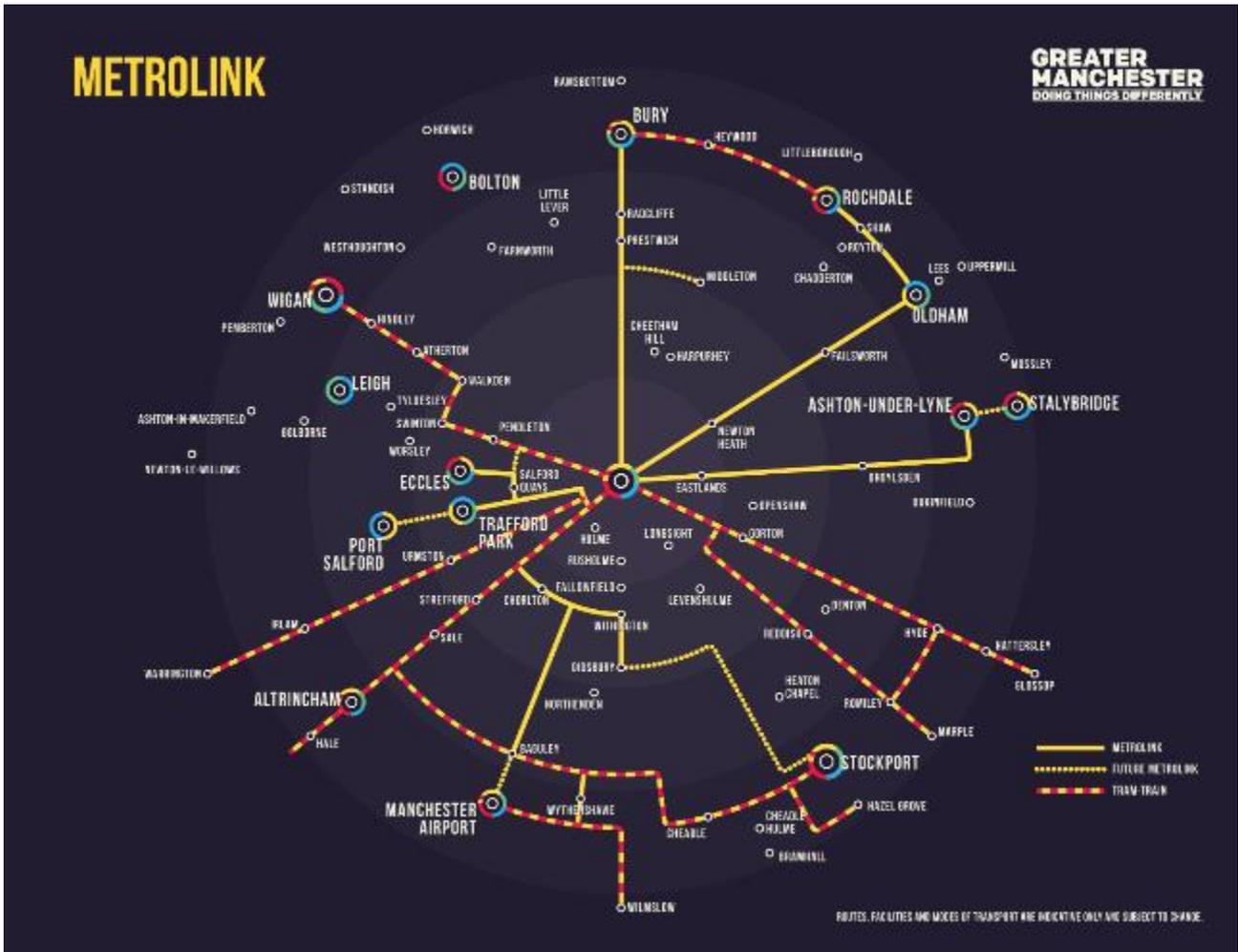
We therefore want to redevelop Piccadilly Gardens and enhance this area with better quality public realm for people to enjoy. To achieve our ambitions for the area around Piccadilly, we will consider options that reduce buses moving through Piccadilly Gardens where we can identify feasible and attractive alternative routes. This could be coupled with the introduction of a new bus facility/interchange as part of redeveloping the Manchester Piccadilly Station area for HS2.

In addition to improved facilities and operations we want to improve the journey time reliability of bus services into and out of the city centre and to identify opportunities for more cross-city bus services to provide passengers direct access to a wider range of city centre destinations. The priority city centre radial corridors that we plan to focus on include:

- A6 Manchester – Little Hulton (Streets for All & Quality Bus Transit)
- A6 Manchester–Stockport College (Streets for All & Quality Bus Transit)
- MediaCityUK–Salford Crescent (Streets for All & Quality Bus Transit)
- A57 Manchester–Hattersley (Streets for All & bus corridor upgrade)
- Victoria North bus corridor / M62 North-East Corridor express bus corridor
- A56 Manchester–Bury (Streets for All & bus corridor upgrade)

We will ensure that changes to bus operations in the city centre and wider area are compatible with the objective of increasing bus usage as part of our vision for 90% of all morning peak trips to the city centre to be made by public transport and active travel before 2040. We will work with bus operators, users and wider stakeholders to develop more detailed proposals.

Our Metrolink – Looking at how we could use the existing Metrolink network more effectively, we will examine the business case for frequency improvements between Victoria and Piccadilly that enable direct services to Piccadilly from the Oldham-Rochdale line. We will also develop options for improving Metrolink capacity and reliability on critical sections such as between St. Peter’s Square and Cornbrook. We will seek better integration between Metrolink and city-centre rail stations, for example the relationship between Piccadilly and the HS2 proposals, which are covered in the ‘Our Rail’ section.



We will develop options for new connections to support planned growth, including proposals for Salford Crescent to act as a focal point for growth in the north west of the city centre. This will include options for connections between MediaCityUK and Salford Crescent, as well as between Salford Crescent, Inner Salford and the city centre using a Streets for All approach. Together with ‘Our Rail’ proposals, we will seek transformative change at Salford Crescent station to make it an integrated transport hub that is fit for the future growth.

Our aspirations include integration with some parts of the rail network to provide metro-style services, with higher frequencies and better access to the heart of the city centre. To facilitate these services, we are seeking the introduction of tram-train technology in Greater Manchester and investigating major metro capacity increases through the city centre.

Tram-train technology – enabling next generation vehicles to run on both the Metrolink network and the National Rail network – would initially be piloted in a ‘Pathfinder’ project. This would pave the way for a further expansion of our rapid transit network, making much better use of our existing extensive network of railway lines. Given the need to integrate with longer-distance rail services, we will work closely with Network Rail to progress these proposals. In the case of the Marple and Glossop lines, it is essential to safeguard a connection between these rail lines and the Metrolink network at Piccadilly as part of the high-speed rail proposals.

We will look at the feasibility of achieving further major metro capacity increases by using tunnels under the city centre. This solution would avoid taking scarce street-level space to expand the metro network and facilitate longer vehicles.

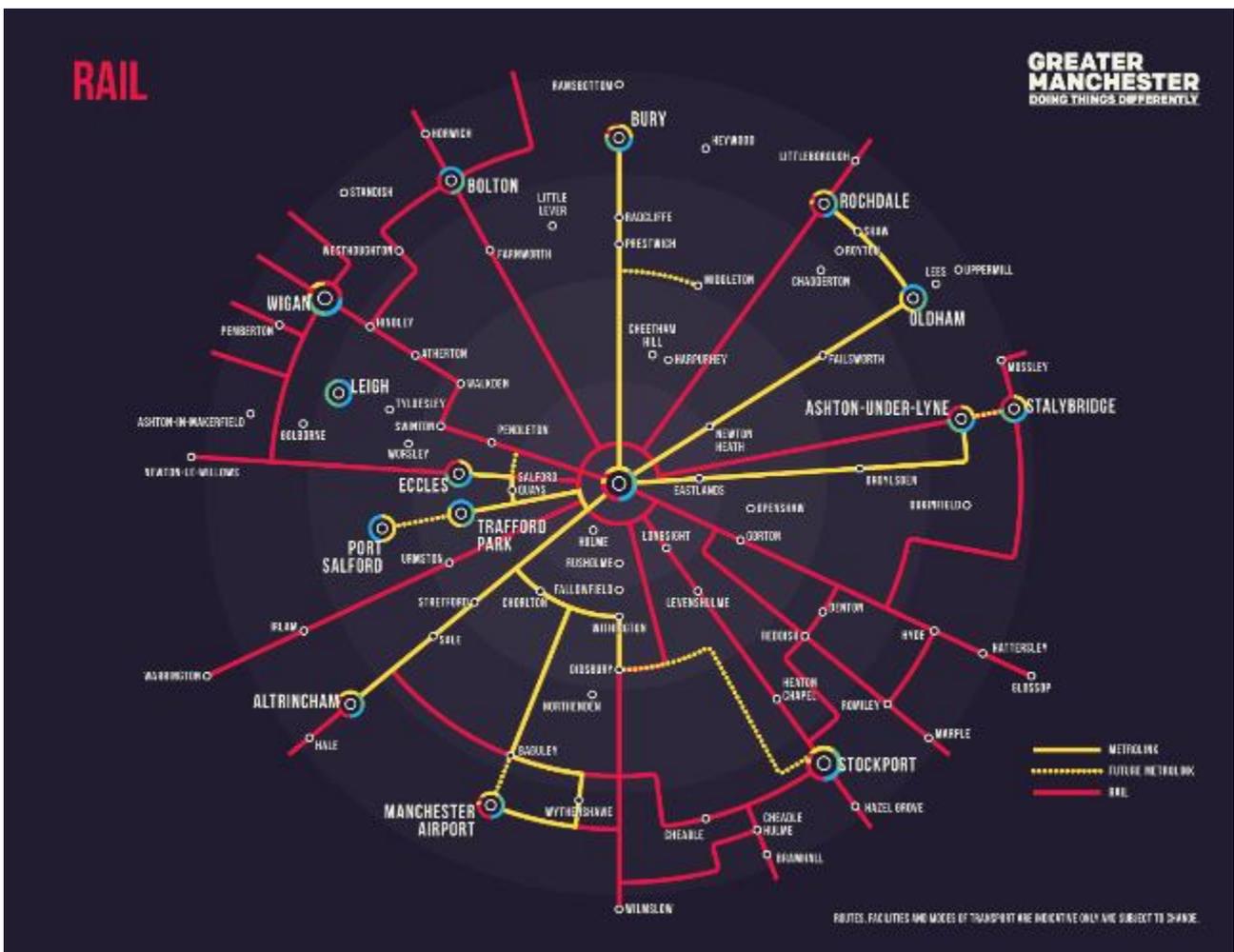
Provision of additional metro capacity to the city centre: city centre metro tunnels

For Greater Manchester, providing sufficient capacity for demand growth on the existing metro network and facilitating new metro connectivity will – in the long term – need to be accommodated by a major increase in capacity through the city centre. Given the limited space available on-street, we will explore the feasibility of delivering city centre metro tunnels. These would not just provide capacity for constrained sections where demand will far exceed supply, but also allow much greater connectivity by providing new routes across the city centre and allowing the conversion of shorter-distance suburban rail lines to metro/tram-train operation. Given the time to develop and construct this large-scale infrastructure, the significant investment required, and the complexity, we will look to commission further studies and feasibility work into this proposal and the wider network improvements it would enable.



Our Rail – Greater Manchester’s rail network will need to be developed and services made far more reliable. In the nearer-term, longer trains facilitated by selective platform lengthening will support travel growth to the city centre. We fully support longer-term commitments to deliver HS2, Northern Powerhouse Rail (NPR), and the development of the Integrated Rail Plan to transform connectivity and rail capacity across the North of England.

Building on the Our Network ambitions for Rail, Greater Manchester launched its Rail Prospectus in 2019, a masterplan to transform rail-based transport and deliver a doubling of the number of rail-based journeys in the city-region by 2040. Our Prospectus for Rail outlines the committed, planned investments and longer-term priorities for rail-based modes in Greater Manchester, including improvements to the classic rail network, new rail stations, and looking ahead to HS2. This highlighted, in particular, the need to accommodate high levels of demand, particularly for travel to the city centre, in the period up to 2040.



Through the HS2 Piccadilly Growth strategy (<https://tfgm.com/press-release/hs2-npr-growth-strategy>) we will aim to transform Piccadilly Station into an inspiring world-class passenger-focused station that:

- is fully integrated with connected concourses and legible access across all the modes of transport including high-speed rail, conventional rail, Metrolink, bus, coach, walking and

cycling. This includes enhanced Metrolink facilities, a new Metrolink stop at Piccadilly central and a multi-modal interchange to accommodate the growth in patronage driven by HS2;

- includes significantly enhanced cycle provision including appropriate levels of cycle parking and other facilities, eg changing and storage;
- transforms the experience of arriving into Manchester by rail, becoming an iconic landmark and creating important new public space in the heart of the city centre;
- is fit to accommodate the significant anticipated growth in passenger numbers;
- provides minimal levels of car parking as we expect there to be relatively small numbers of people arriving at the station by car; and
- connects the integrated Piccadilly station much more clearly, directly and accessibly to the city centre and surrounding developments.

Delivery of High Speed 2

Manchester is part of HS2 Ltd.'s Phase 2b (connecting Crewe to Manchester and West Midlands to Leeds) with planned stations at Manchester Piccadilly and the Airport along with services to Wigan. This will deliver transformational change to Greater Manchester's city-to-city rail offer, resulting in wider benefits for the city-region because of the improved connectivity.

Although HS2 Phase 2b is committed, it is estimated it will be delivered from 2035–2040

Our other city centre rail stations – Manchester Victoria, Deansgate, Oxford Road, Salford Central and Salford Crescent - play a vital role in catering for people travelling by train, as well as influencing visitors' crucial first impressions of the city centre.

We will promote a common service and accessibility standard at all our rail facilities. We will ensure our gateway stations offer a range of onward travel choices whether this be via high quality walking routes, cycle hire or links to Metrolink or bus services. Our rail hubs will include retail and services for goods collection and onwards distribution. We recognise that station facilities and how they integrate with the city, need to evolve to best reflect changing travel demands as we recover from Covid-19.

We will continue to assess the role that rail is likely to play in the future shape of the city centre, and work with the rail industry to improve the rail offering where it does not currently meet the needs of the area.

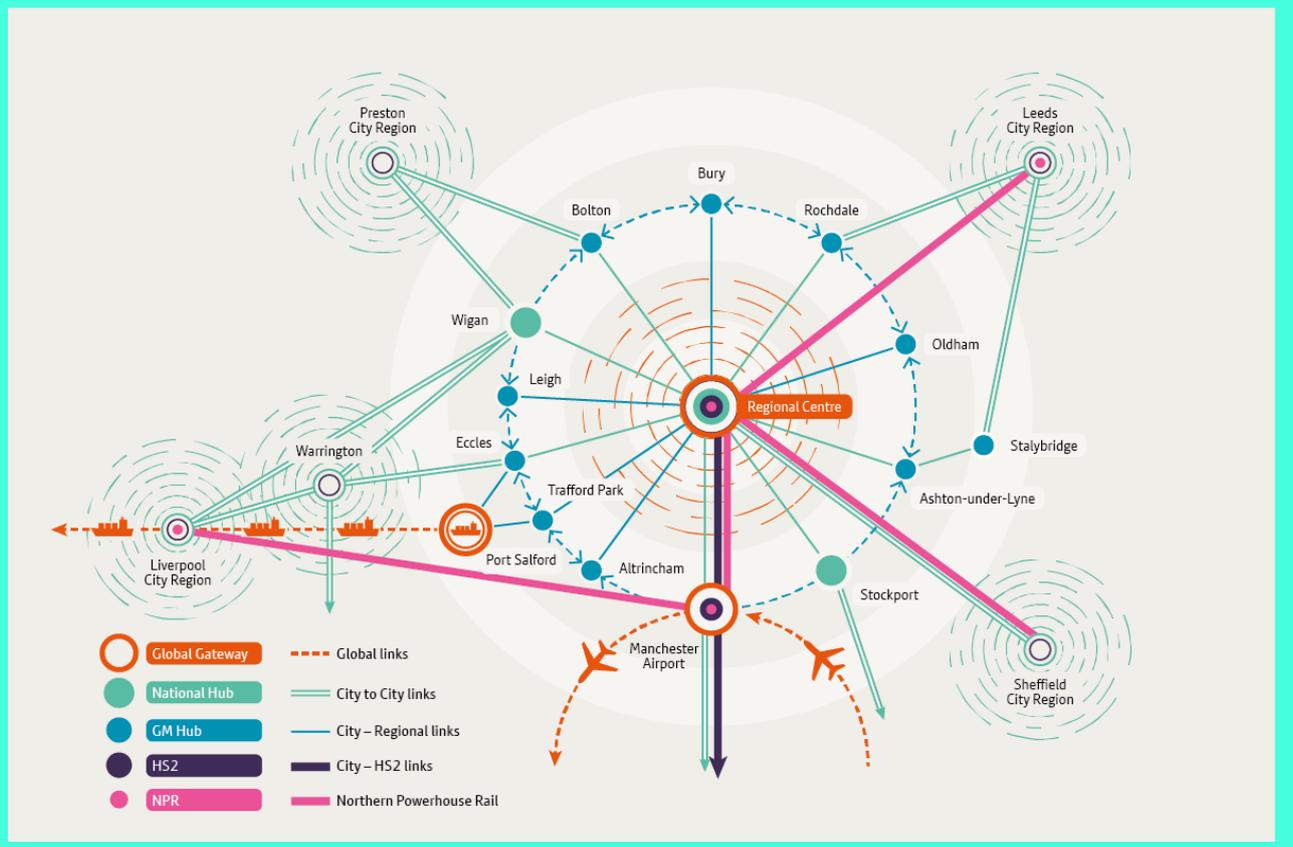
The Manchester Recovery Task Force (MRTF) was set up as a result of the poor train performance caused by the introduction of the May 2018 timetable. We need major infrastructure interventions to enable the increased demand for use of rail and to address reliability issues. These include the proposed central Manchester Rail Network Enhancements, including Castlefield corridor, platforms 15/16 at Piccadilly and Oxford Road Station. Both the immediate timetable changes and longer term infrastructure investments will change the nature of city centre station use, and their roles should evolve to reflect the changed employment, residential and leisure base of the city. In Greater Manchester, we will continue to support the MRTF group with evidence of the current and future usage of rail in the city centre to maximise each station's part in supporting this strategy.

Delivery of Northern Powerhouse Rail (NPR)

NPR is the Northern Powerhouse Strategy ambition to transform connectivity across the North. Transport for the North will upgrade lines for increased capacity, faster and more frequent trains and improved connectivity for businesses, labour and freight.

The city centre plays an important role in the development of the Northern Powerhouse on a local, national and international scale. The growth of the wider region will depend on developing the city centre as a major transport hub.

The Government announced an ‘Integrated Rail Plan’ for the North and Midlands to fully integrate proposals for HS2, NPR and other local rail schemes. The Plan will set out the delivery programme and timescales.



Our Streets – We want walking to be the main mode of travel within the city centre and recognise that further investment is needed to achieve this. We are planning a step-change in the redesign of many of Manchester’s city centre streets and spaces to create a highly walkable network and in particular to ensure that our city centre is accessible to all, including people with disabilities and limited mobility. We have already started to trial some measures to provide more space for pedestrians in response to the Covid-19 pandemic.

The city centre must be accessible to all people, including those with limited mobility. We want to expand our pedestrian priority zones across the city, enhance pedestrian routes, and make it easier to cross our streets. We will transform some of Manchester’s most iconic streets to make them great places to spend time, like the transformation of St Peter’s Square. The car-free Deansgate proposals in response to the Covid-19 pandemic are planned to become permanent and we will use this as a model to develop future city centre streets. This approach does not mean removing all vehicles, and it will be particularly important to retain access for buses, deliveries, mobility impaired drivers and in some situations people cycling and taxis, on a number of our city centre streets. The intention is that we give greater priority and space to people and that vehicles play a far less dominant and intimidating role.

Piccadilly Gardens is a busy space in the heart of the city. Our ambition is to make it an attractive place to spend time in all weathers. We want to utilise the space flexibly to allow events and attractions throughout the year while ensuring it functions as a safe and uncongested through-route. We also want to include seating and play areas and use lighting and greenery to make it welcoming and pleasant.

Developing Streets for All in the City Centre

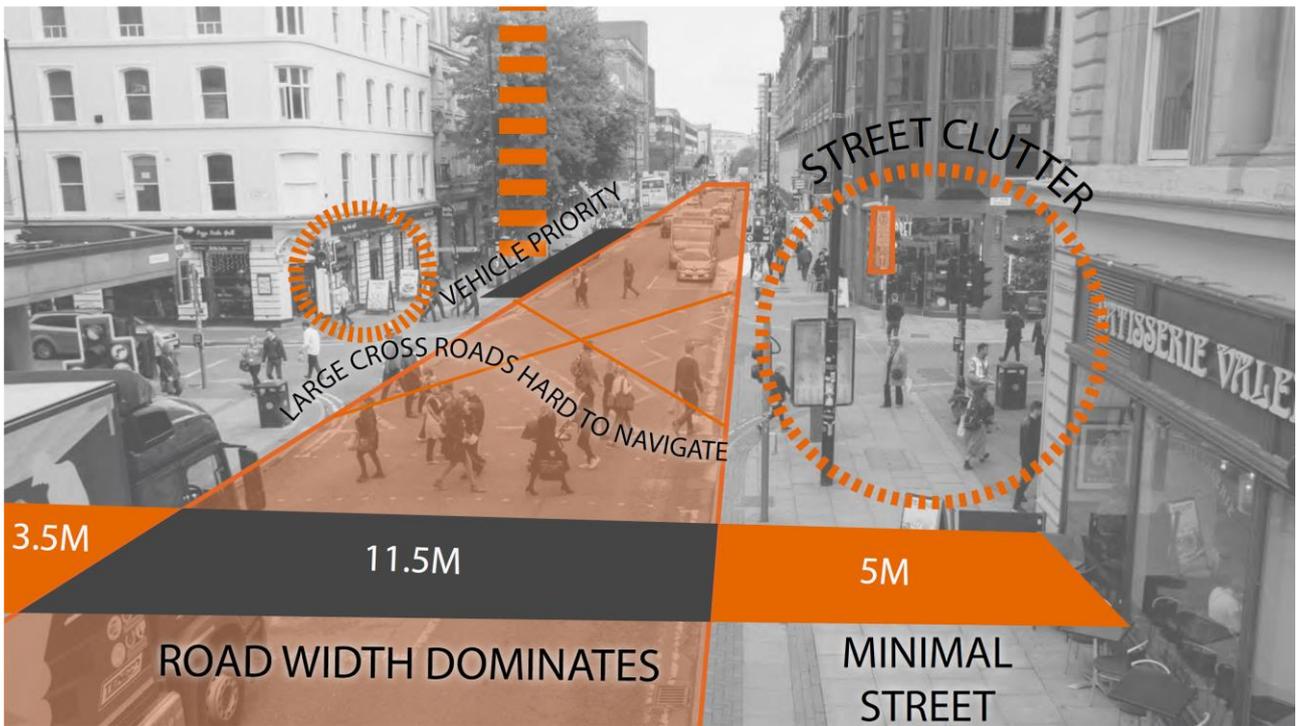
Streets for All provides an overarching framework for everything we do on Greater Manchester’s streets. This new approach aims to balance the competing movement demands of different road users, while creating streets where people enjoy spending time and are encouraged to travel by foot, on cycle or public transport. By understanding the function of different streets, we tackle three key challenges:

- Managing and reducing motor traffic on city centre streets;
- Prioritise space for walking on our city centre streets as the most important mode of travel, while balancing the competing demands of different road users; and
- Enhance the role of streets as place, improving their local character and individuality.

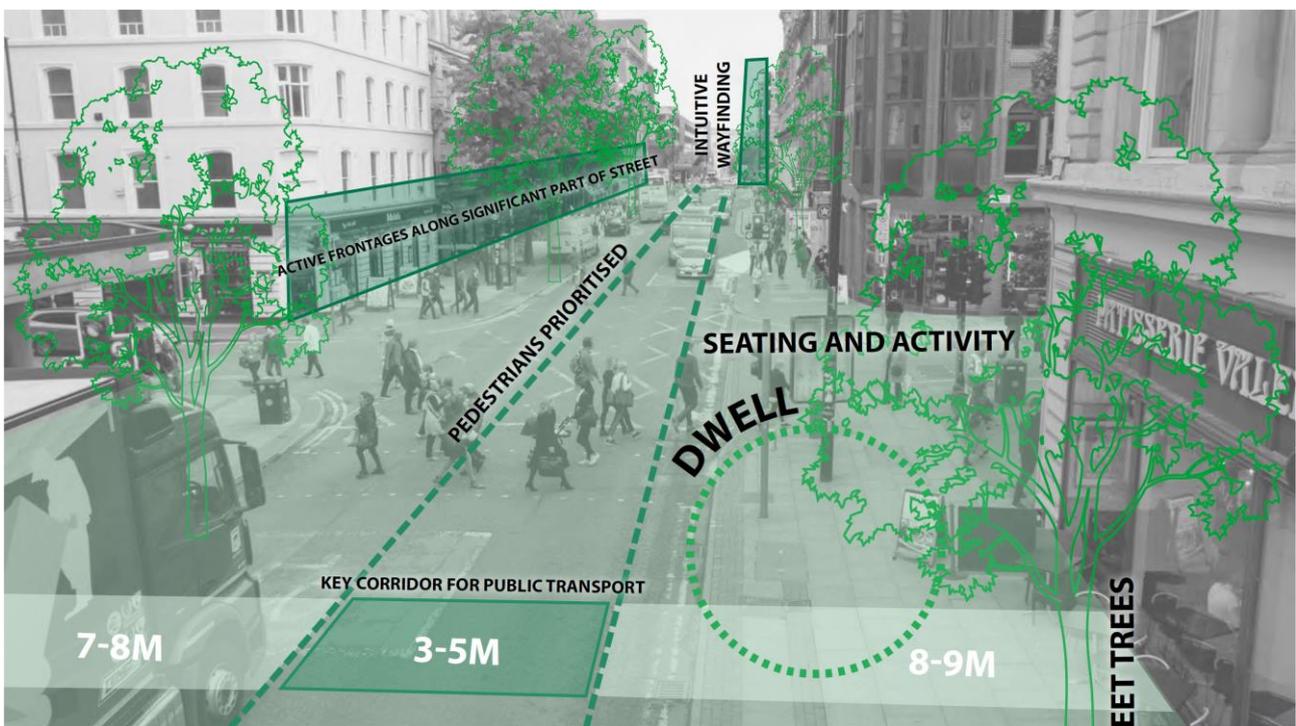
Deansgate is a priority location for delivering our Streets for All approach, as we want it to be a key destination within the city centre. This means creating the highest quality public space, while recognising the role this street plays in moving people, especially by walking and cycling.

Accordingly, we want to give more space to pedestrians and also improving junctions to make it easier for people to cross the road. At the same time, we want to retain people’s ability to move along this street, particularly on foot and by cycle, encouraging general traffic to use alternative routes, such as the MSIRR.

The images below summarise the potential evolution of Deansgate.



Deansgate key issues



Deansgate key opportunities



Deansgate summer 2020

The proposals for Deansgate plan to restrict vehicle traffic between King Street West and Blackfriars Street, with the aim of improving air quality, reducing traffic accidents, improving amenities and increasing safe space for people walking and cycling.

To achieve these objectives further alterations will be made within the area, including the closure of through traffic on adjacent routes, and introducing bus gates.

We believe **Whitworth Street** could be re-designed in a similar manner while also developing it as a movement corridor for cycling. In parallel, we want to reduce the use of Whitworth Street as a through route to traffic through measures such as enhanced signage for and capacity of parallel routes, notably the Manchester-Salford Inner Relief Road (Mancunian Way). This will be an incremental approach that will keep the city moving in the short term, while also supporting our long-term ambitions.

There are ambitious proposals for **Salford Crescent** as the city centre expands. The Crescent is a unique regeneration opportunity and is a major transport gateway to the city centre and this part of Salford. The Development Framework for this area aims to provide a genuine choice of sustainable transport including improved pedestrian and cycle routes and infrastructure, bus and rail connectivity and in future years, Metrolink. The Development Framework seeks to achieve the right mix of sustainable travel choices for the area by limiting the impacts of car use through de-engineering the A6 and by prioritising and encouraging walking, cycling and public transport, mitigating impacts and identifying opportunities to improve air quality. It will also incorporate green infrastructure and sustainable drainage, including street trees to soften the impact of hard transport infrastructure to help improve air quality and contribute to biodiversity gain.



Artists impression of the A6 as part of potential future Salford Crescent Masterplan

Improving the ease of access to the significant range of attractions and facilities such as university buildings, hospitals, museums and open space in the Oxford Road Corridor area forms part of the city centre plans to improve streets for people walking and cycling. This includes east-west connectivity across the Corridor and in particular connections to Piccadilly Station.

Expanding our pedestrian priority areas across the city centre

The extent of safe and attractive space available for people walking is important for our city centre. Pedestrian-priority streets provide space where people can move around, shop, linger, stop and rest. Within a city centre, the public spaces and areas with high levels of pedestrian priority often provide a crucial focal point for activity and act as important landmarks. Providing a critical mass of such spaces that are well connected, safe and pleasurable to move through and spend time in is a key feature of a walkable city centre. We will make efforts to extend and connect the network of high-quality streets and spaces where people walking have priority. We are committed to achieving this while improving accessibility to people with limited mobility who may rely on vehicles to travel to, from and around, the city centre. As part of the design and consultation process for each street or area, we will consider the full range of potential impacts and ways to address them. This may include considering lighting or the option to have different restrictions in daytime and nighttime hours, to ensure spaces are fully animated throughout the day.

Enhancing major walking routes in the city centre

We will prioritise improvements to major walking routes in our city, particularly on busy routes with higher footfall and where pavement widths and pedestrian crossings are inadequate for current or forecast demand. The maintenance and cleanliness of streets will also continue to be a priority. Improvements to the following routes and junctions are our priorities to make walking quicker and safer in the city centre, as part of the wider development of the Bee Network (see Figure 14):

- Routes to/from Piccadilly station and Piccadilly Gardens including to/from Oxford Road;
- Routes to/from Victoria station and Shudehill;
- Deansgate;
- Whitworth Street and Whitworth Street West;
- Princess Street / John Dalton Street / Bridge St / New Bailey Street;
- Chapel Street and routes to/from Salford Central;
- Thomas Street and Stevenson Square through the Northern Quarter;
- Routes to/from the central pedestrian area and retail core; and
- Ensuring the connectivity of the city centre to the emerging Bee Network.

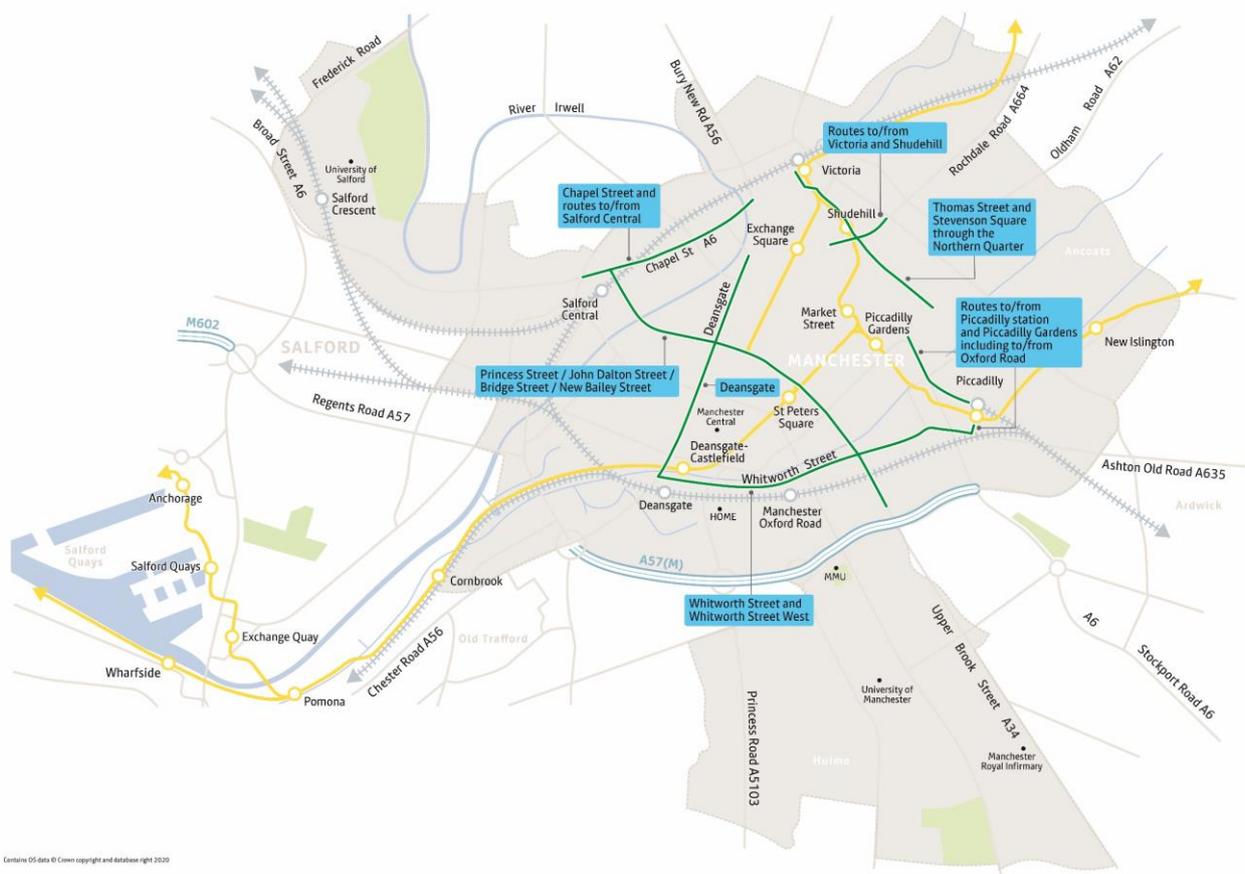


Figure 14: Enhanced walking routes

These routes will be reviewed to assess footway space and the quality of provision provided to people walking, including for wheelchair users and those pushing prams or a double-buggy. Where space permits, we will ensure that walking improvements are complemented with improvements to the public realm and green space, including as a priority additional planting and trees.

Removing infrastructure and natural barriers for accessing the city centre

We will develop interventions to reduce severance at the Manchester Salford Inner Relief Route, railway crossing points and across the River Irwell and River Medlock. Interventions will be a mixture of improvements to crossing facilities, and imaginative interventions to make otherwise off-putting spaces memorable and better used such as those seen at Hatch under the Mancunian Way.



Making it easier to cross our streets

We will make it easier for people to cross our streets both at formal crossings and on continuous footways. We will:

- Ensure our crossing points work well and give people enough time to cross our roads;
- Widen key crossing where possible to reduce overcrowding to ensure pedestrian safety;
- Install pedestrian crossings on desire lines for direct routes; and
- Deliver crossings that are suitable for a range of users making it easy to cross.

We will review the crossing facilities at all our junctions and where required, retrofit improvements at junctions that do not have adequate crossing facilities for people walking. Where

appropriate, we will consider the potential introduction of diagonal crossings (allowing all pedestrian movements).

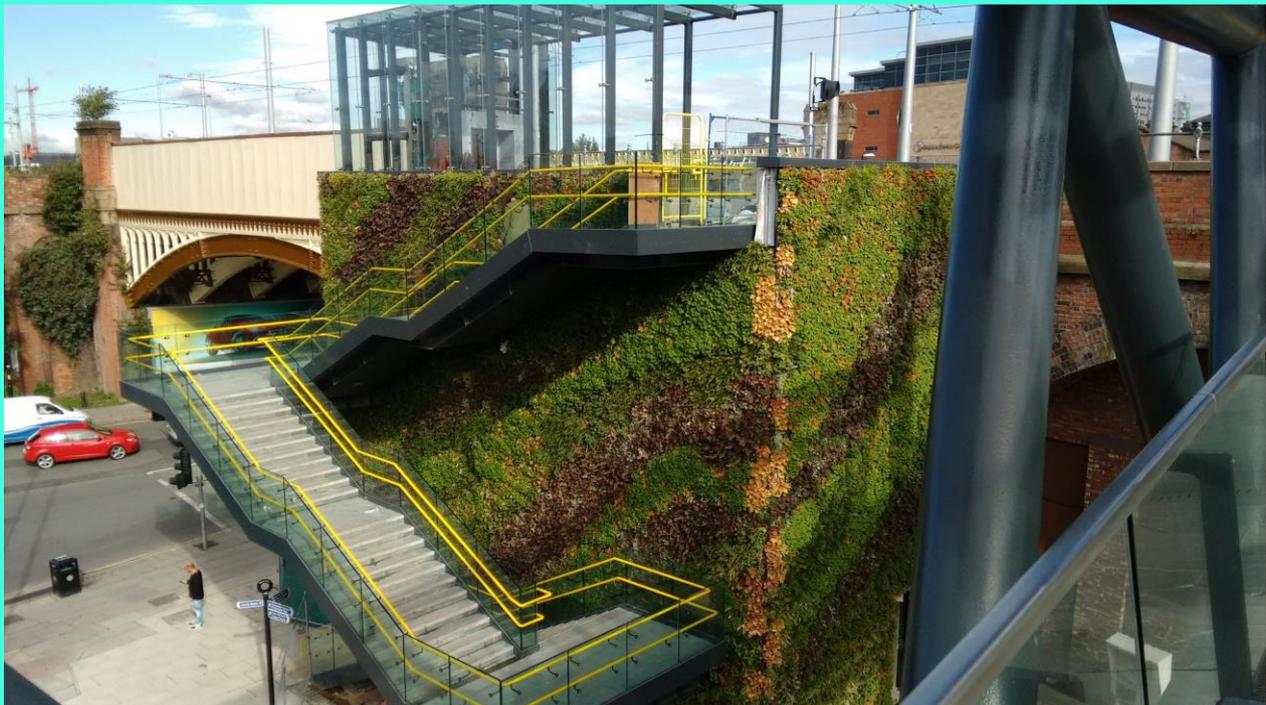
Some key locations for consideration of these crossings include:

- Portland Street / Princess Street junction;
- Princess Street / Whitworth Street junction;
- Whitworth Street / Sackville Street junction;
- Whitworth Street / Aytoun Street / Fairfield Street junction;
- London Road Fairfield Street junction;
- Oxford Road / Hulme Street / Charles Street junction;
- Oxford Rd / Whitworth St;
- Deansgate / Whitworth St West;
- Deansgate / John Dalton St; and
- Shudehill / Thomas St / Nicholas Croft.

Provision of more seasonal greenery and trees in our city centre

We will work together to provide and maintain more permanent and seasonal greenery and trees on our city's streets. This will include incorporating appropriate greenery and planting when making changes to streets and the public realm. We will also work with partners to enhance access and clean up our canal and river network so that it can provide additional walking routes across our city.

We will ensure we continue to work with partners, including City of Trees, to improve landscaping and greening of the city centre. We will take all opportunities to incorporate sustainable drainage schemes (SuDS) as part of any tree planting activity.



Cycling in the city centre

For cycling, we know that our streets leading to the city centre, and those within it, require improvement. The existing network is shown on Figure 15. Large parts of the city centre are currently both difficult to access and travel across by bike due to the city centre road network. This needs to change.

To support more people cycling we are **developing an integrated city centre cycle network**, formed around ‘the triangle’ cycle network, comprising three major routes: **Deansgate, Whitworth Street West** and the committed **Northern Quarter cycle route**. This will be supported by a series of ‘spokes’ on the ‘city centre wheel’ cycle network, which will deliver high quality radial routes for people travelling from across the city-region as part of the Bee Network. The planned cycle schemes are shown on Figure 16.

Development of the Bee Network in the city centre

Historically, investment in cycling has been somewhat limited. The Mayor’s decision to allot **£160 million** of Greater Manchester’s allocation of Transforming Cities funding to develop a Mayor’s Cycling and Walking Challenge Fund and kick-start the Bee Network project means that Greater Manchester’s spend on cycling and walking is now at least £15 per head per year, almost putting Manchester on a par with Amsterdam and Copenhagen.

We will continue commitments to expand and deliver the Bee Network across the city centre building on improvements delivered in recent years using Cycle City Ambition Grant funding and Local Sustainable Transport Fund programmes including the flagship cycle project on Oxford Road, and transformed cycling and walking connectivity delivered at the new Princess Road/Mancunian Way junction.

The Bee Network will provide a comprehensive network of cycling and walking routes for getting into and around the city centre, so that cyclists do not have to mix with busy motor traffic.

The city centre wheel and triangle

To increase the number of people cycling to the city centre, we need to improve routes both into and within the city centre. This network will build on the high quality provision on the Oxford Road / Wilmslow Road corridor to the south, and the Broughton Cycleway to the north.

Improvements to routes into the city centre are based on a developing concept of the “city centre cycle wheel” whereby improvements are made to strategic links for cyclists into the city centre including segregated routes to the intermediate relief road (Queens Road and Alan Turing Way), such as:

- Liverpool Street
- Chapel Street East
- Northern / Eastern Gateway cycle route (behind Great Ancoats St)
- Princess Rd / Mancunian Way Parkway cycle enhancements
- Manchester to Chorlton cycleway (currently on site)
- Oldham Road

Future plans in development will enhance these and other key radial routes into the city centre, focusing on the north and east of the city centre.

Within the city centre, we want to ensure people can easily access key destinations by cycle and are developing a complementary system to the 'city centre cycle wheel' within the inner relief route based on a 'city centre cycle triangle'.

The city centre triangle is made up of three core routes:

1. The 'Picc-Vic' connection (Piccadilly station through to Victoria station) already under development through the Northern Quarter
2. A connection between Victoria Station and Deansgate with connections to Salford Central; and
3. A connection between Deansgate station and Piccadilly station (along Whitworth Street via Oxford Road station).



Artists impressions of potential City Centre Triangle measures at Whitworth St West/Deansgate and Whitworth Street/Aytoun Street/Fairfield Street junctions

These core routes will be designed to support cyclists of all abilities, ensure widths that are suitable for cargo, adapted and hand cycles. The city centre triangle will be supported by appropriate directional signage that provides a fully integrated Bee Network walking and cycling routes and helps cyclists to find the quickest routes to get around the city. The triangle scheme will be developed to ensure the measures support existing and future bus routing in the city centre.



Figure 15: Existing cycling provision

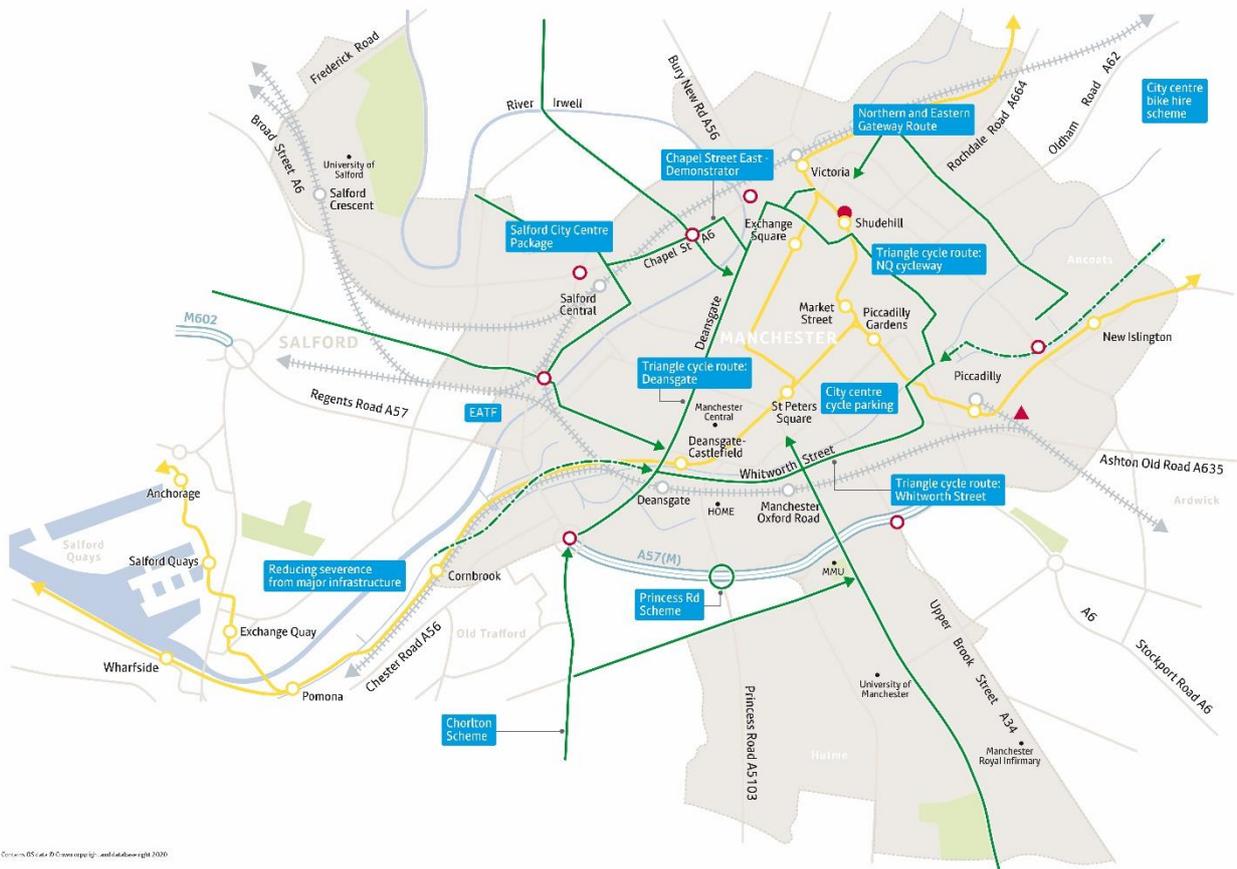


Figure 16: Planned cycling provision

Connecting the City Centre Wheel and City Centre Triangle core cycle routes, a network of quiet streets will be developed across the city centre. These will be formed of low-trafficked, low-speed streets, that create a pleasant and attractive environment for people walking and cycling, supporting journeys from the dedicated cycle network travel between destinations.

Bike hire scheme

Alongside the Bee Network, we are committed to delivering a network of self-service hire pedal and electric assisted cycles, available to walk-up and use 24/7. In Greater Manchester 74% of households do not have access to a cycle, limiting their travel options. Greater Manchester Bike Hire seeks to address this issue and make accessing a cycle more convenient. The first phase will provide public cycles within 500 metres of 100,000 households. The scheme will be an important element of 'Our Network', with a phased roll-out of the region-wide scheme. Phase 1 will focus on the Regional Centre which will help to develop the right model for a Greater Manchester-wide approach.

City wide cycle parking review

We will conduct a city-wide cycle parking review, as part of a wider Greater Manchester review, which will:

- Review the availability and distribution of both on and off-street public and residential cycle parking facilities to ensure adequate accessible provision, taking account of forecast demand increases, particularly at our key transport hubs;
- Assess requirements for public and residential cycle parking, including those that can accommodate cargo cycles and adapted cycles;
- Review the use of the Cycle Hubs in the city centre (e.g. Oxford Road, City Tower, Salford Central);
- Opportunities to combine improved cycle parking with new seating and public realm/greenspace provision, such as "parklets"; and
- Explore the potential for innovative parking solutions that increase the space efficiency of cycle parking such as fully automated underground cycle stores.

Management of on-street parking facilities

We believe that car use needs to change and be carefully managed in our future city centre. To support this we will be, over time, **removing some existing car parking within the core of the city centre**. New developments will remove surface car parks and on-street parking will be reduced to make better use of street space, such as providing wider footways, more dynamic loading or servicing provision, space for bars and restaurants or parklets.

We will keep the use and management of the kerbside car parks under frequent review to:

- Identify opportunities to reallocate space from on-street car and motorcycle parking to increase the space available for people walking, support the delivery of cycle infrastructure and provide additional public space and cycle parking;
- Prioritise remaining on-street provision for short stay commercial parking, disabled parking taxi ranks, loading bays and coach bays;
- Identify opportunities to reduce obstructions caused by vehicles loading or waiting to pick up passengers, particularly on bus and cycle routes and at peak travel times;

- Assess the appropriateness of the charging periods applied for parking and the geographical extent of the city's controlled parking zone;
- Seek opportunities to introduce more dedicated loading bays and use technology to allow real-time management of loading activity; and
- Seek opportunities to implement multi-use spaces/parklets, for example loading bay during off-peak hours, additional pavement space during the morning, lunchtime and evening peaks, and a taxi rank during the evening.

We will review the levels of parking by residents and non-residents through surveying parking patterns and occupancy rates in the fringe areas of the city centre. This information will be used to develop as required an appropriate residents parking scheme in the neighbouring areas of the city centre to ensure that residents have fair access to parking near their homes.

Management of our city centre car parks

Parking across the city centre is currently a combination of off-street parking and on-street parking. Off-street car parks provide circa 30,000 spaces operated by a variety of companies including Euro Car Parks, APCOA, NCP, Citipark, Q-Park and SIP, among others. **In the future, as many as 12,500 spaces could be removed through redevelopment.**

We will agree with the existing car parking operators an effective parking contract to manage the city centre car parks in the future. This will support the use of off-street

car parks as a preference over on-street parking to increase the space available for people walking around our city – respecting our ambition to make our streets safe and more people-friendly. In support of this we will:

- Signpost drivers to the most appropriate off-street car park to reduce circuitous and through traffic on the Manchester and Salford Inner Relief Route;
- Ensure that our off-street car parks are easily accessible for disabled people
- Reduce the number of car parks and supply of parking spaces in the city centre especially where close to transport hubs; and
- Encourage the use of new technologies to make parking more efficient.

The change from a carbon and car-based economy to a low carbon one is likely to see a change from a car ownership model to a car sharing model with people viewing mobility rather than ownership as the key. The changes are likely to occur gradually, and the Council must manage and facilitate the transition while maintaining and improving the economic vitality of the city centre

However, the 13% year-on-year reduction in carbon emissions necessary to achieve net-zero carbon by 2038 must begin immediately. Therefore, a managed but swift transition to much lower city centre parking provision is necessary, not just in order to achieve the zero carbon aims, but to deliver a less congested, more walking and cycling friendly city centre. Both of these objectives will be achieved through discouraging non-essential car trips to the city centre.

The City Council commissioned research into how to manage the transition in city centre parking from consultants Parking Matters. In summary, it recommends that *“Displaced commuter provision should be diverted to mobility hubs on the edge of/outside the city centre located close to the main commuter flows [...]”* We will take this as a guiding principle, while recognising that edge-

of-centre locations are existing or intended to be regenerated into liveable, attractive residential neighbourhoods, and the impact of this parking demand and the interface between different neighbourhood functions will need to be carefully considered from the outset.

Expansion of car clubs to city centre residents and workers

The city centre is home to a successful car club and it is intended to expand its role in the future. By doing so the car club can enable people who are unable or who choose not to own a private car can still have access to a vehicle for certain journeys such as shopping or leisure. The car club also offers access to a car for businesses and employees so that they can drive for work without bringing a car into the city centre.

The Manchester Car Club was established in 2006 and by the end of 2019 had a membership of 2,127 including both individuals and corporate memberships. In 2019 there were 940 new members of which 789 were individuals and 151 came through corporate memberships. There were 12,988 bookings during 2019 spanning 92,823 hours.

At the end of 2019 the car club fleet included 35 vehicles, the majority of them are cars although there are a small number of vans as well. The vehicles are predominantly located within the city centre both in car parks and on-street with a small number located in residential areas to the south of the city.

There are plans to expand the car club, potentially to 111 vehicles by the end of 2022 and also widen their geographic spread across so that it becomes more accessible to a wider number of residents.

The Council is working with the car club operator and TfGM to enable the fleet to include electric vehicles and aims to transition the entire fleet to electric.

City centre coach facilities review

We will conduct a city-centre wide review of coach facilities to ensure adequate provision, taking account of forecast demand of future visitor numbers travelling to Manchester by coach and the most appropriate arrival and departure points. This will review the role of Chorlton St Coach Station as part of the Strategic Regeneration Framework plans and wider city centre development and regeneration plans. We will assess requirements for coach facilities considering demand, routing that supports operations and explore the potential for innovative solutions that allow for dual use of coach parking bays and set down locations.

The future role of traffic in the city centre

We want to reduce the volumes of traffic and the associated congestion within Manchester city centre through the removal of any traffic that is not travelling to or from the city centre. Observed traffic data volumes and analysis have shown that the Manchester Salford Inner Relief Route is often used by vehicles undertaking trips travelling from one side of Greater Manchester to the other. Where possible, we want to increase efforts to encourage cars to use the external ring road (M60) for longer distance trips around the region. For trips within the M60 travelling between east and west or north and south, we will review the role of the Intermediate Ring Road and develop options that manage traffic in this area. This review is now in early concept stage and measures will be introduced subject to further study and feasibility assessment.

We additionally want to reduce the volumes of traffic and the associated congestion within Manchester city centre through a review of the traffic using the radial routes to access the city centre. With increasing competition for road space we believe there is merit in reviewing how we allocate road space inbound to the city centre on key radials. To optimise traffic flows and make best use of available road space, it may be beneficial to prioritise particular modes on the range of radials e.g. bus priority on one radial, primary cycle corridor on the next, highway traffic on another, or an appropriate blend where space permits. The importance of bus on many of the radial corridors will be important to our network planning. This approach would reduce the mix of traffic on these radial routes and allow for appropriate surface and infrastructure interventions to enhance the related mode. This concept is summarised in Figure 17. We will ensure to develop this objective in a way that doesn't disadvantage disabled people who rely on cars and taxis to get in and out of the city centre.

Where trips by cars or goods vehicles need to be made into the city centre these will increasingly need to be made only by cleaner, lower polluting vehicles, supporting our commitments to deliver clean air as part of the GM Clean Air Plan and a zero carbon future. We will develop our city centre street network to be a fully 20mph area and remove through traffic, which we will facilitate with the development of loops into and out of the city from the Manchester Salford Inner Relief Route.

In the future, we will designate different corridors into the city centre to prioritise movement by particular modes e.g. cycle, bus, freight movements – to give those modes the safe space they need and reduce the impact of private car traffic on public transport, walking and cycling. We will also ensure that the plans for the city centre do not have a detrimental impact on areas surrounding the city centre such as Ardwick, Cheetham Hill, Hulme and Ordsall.

Building on the advisory 20mph arrangement we will seek to establish the city centre as a 20mph zone and implement measures to support the adherence to this limit.

Establishing the roles of key movement corridors into the city centre

Work is currently ongoing to apply a Streets for All approach to establish the future role of key roads and corridors that serve the city centre, alongside packages of measures to realise this over the coming years. This will seek to identify how these streets need to change to enable movement of people to the city centre in a way that meets the objectives of this strategy, as well as how they need to function to support people who live or have businesses alongside them.

An initial assessment has been undertaken to highlight the different 'hot spots' and priorities on sections of these corridors. From this assessment, street improvements across seven corridors have been identified, that will enable delivery of the objectives of the 2040 Transport Strategy, emerging Streets for All strategy, the City Centre Transport Strategy, and the Our Manchester Strategy. These corridors are:

- Priority Corridor 1 (A34 New Bailey Street/Bridge Street/Princess Street/Upper Brook Street) - 11 sites initially identified
- Priority Corridor 2 (A5103 Albion Street/Medlock Street/Princess Road) - 5 sites initially identified
- Priority Corridor 3 (A5103 and A5145 Princess Road/Barlow Moor Road/Princess Parkway) - 8 sites initially identified
- Priority Corridor 4 (A56 south Chester Road/Bridgewater Viaduct) - 5 sites initially identified

- Priority Corridor 5 (A56 north Great Ducie Street/Victoria Street) - 4 sites initially identified
- Priority Corridor 6 (A62 Oldham Road) - 5 sites initially identified
- Priority Corridor 7 (B5117 Miller Street/Swan Street) - 5 sites initially identified

Aligning with the Streets for All approach, schemes delivered at these sites will seek to improve streets and corridors for all people who use them, and may include some or all of the measures listed below:

- Improved walking and cycling facilities;
- Bus priority measures;
- Enhanced pedestrian crossing facilities.
- Improved cycle connectivity;
- improvements to reduce accidents; and
- Revised highway layout to improve vehicular movements to address congestion/air quality, and support access to adjacent developments.

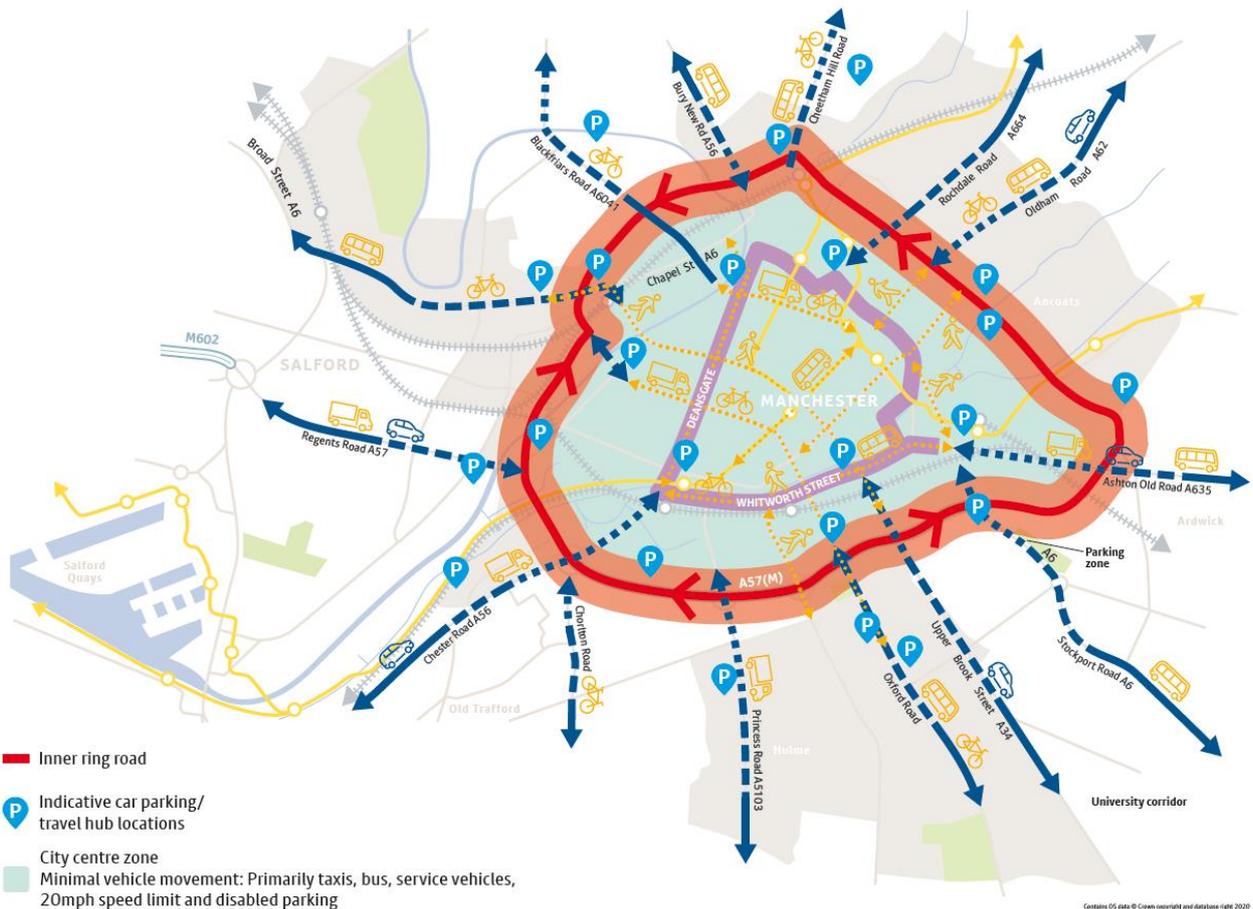


Figure 17: Proposed city centre streets hierarchy

Creating access loops/zones in the city centre for freight, servicing and car parking.

To reduce through movements across the city centre by cars, light weight vehicles and heavy duty vehicles, we plan to formulate freight and servicing ‘access loops’ inside the Manchester Salford Inner Relief Route.

The access loops will operate on an informal basis, influenced by full road closures, and partial road closures that are only open to buses and cyclists and which restrict access for motor vehicles travelling across or through the city centre. The aim is to encourage more vehicles to use the strategic routes (i.e. the Manchester Salford Inner Relief Route) for cross city travel, freeing up routes within the city centre for pedestrians, cyclists and buses.

The plan shows some indicative suggestions based on other street works discussed in this document, however they would be subject to further detailed operational review, including suitability for emergency service access.

Freight consolidation schemes in the city centre

Building on the introduction of consolidation schemes that have been piloted in the city centre, including a city centre waste consolidation pilot, and an NHS consolidation scheme in The Corridor, we will review opportunities to progress further freight consolidation, procurement and interception schemes. We will consider proposals to:

- Develop collection/return points at appropriate locations in the city centre;
- Roll out collection bins at residential developments;
- Introduce further waste consolidation points in city centre areas;
- Develop consolidation centres for small and medium enterprises.



Improved communication with freight operators

We will work with freight and servicing operators to improve communications and encourage sustainable travel, enhance sustainable procurement and distribution practice and review opportunities to re-time and re-schedule freight and servicing to appropriate times of the day. We will consider proposals to:

- Work with operators on micro-consolidation options served by modes such as e-cargo cycles
- Explore how the waterways can be integrated with micro-consolidation
- Explore options for expanded use of secure e-lockers for personal shopping
- Continue with the successful freight forum, which can be used as a platform to discuss pilot studies and trials;
- Embed servicing and deliveries travel planning into operational planning;
- Undertake campaigns relating to public health and air pollution awareness;
- Promote the use of clean, safe and quiet vehicles;
- Develop and enforcement of strategic construction management plans or HGV movement plans.
- Provide real-time information about the availability of loading bays;
- Work with freight operators to provide appropriate delivering route plans;
- Explore opportunities to develop intelligent freight systems that respond to available capacity on the highway network

Provision of appropriate loading facilities

We will review opportunities to ensure that freight and servicing is efficiently managed. We will provide appropriate loading areas which reduce pavement parking where possible and consider dual use of parking bays as loading bays. We will complement this with the development of bookable systems for on-street loading facilities. In parallel we will look to provide more off-street loading/servicing facilities as part of new city centre developments.

City wide review of taxi set down locations

We have agreed to collectively develop and adopt a common set of minimum standards for taxi and PHV licensing. This work is currently ongoing. In addition to address the issue of vehicles operating from outside Greater Manchester, TfGM are engaging with the UK Department for Transport to consider regulatory reform that reinstates the principles of effective local licensing.

We will conduct a city-wide review of taxi set down locations and waiting arrangements to support our Streets for All aspirations. This will consider the availability and distribution of taxi set down locations to ensure adequate provision which takes account of forecast demand. We will assess requirements for taxi ranks, review waiting arrangements and suitability of these and explore the potential for innovative solutions that allow for dual use of taxi bays.

Our Integrated Network – Where trips by cars or goods vehicles need to be made into the city centre, we will push for them to be cleaner, lower polluting vehicles, supporting our commitments to deliver clean air (as part of the GM Clean Air Plan) and a zero carbon future. Work will be undertaken to see whether it is feasible and practical to implement an Ultra Low Emission Zone (ULEZ) in the city centre at a future point.

Commitment to Clean Air for the city centre: support to the GM Clean Air Plan

A single Greater Manchester Air Quality Management Area (AQMA) was declared in May 2016 (replacing the previous ten District AQMAs), covering the areas where the legal level of NO₂ are exceeded (or are at risk of being exceeded) and where there is risk of exposure to the general population. These are mainly areas close to the motorway network and the major roads converging on the Regional Centre and town centres, as shown on the map below.

Government has instructed many local authorities across the UK, including those that make up Greater Manchester, to take quick action to reduce harmful NO₂ levels. The Greater Manchester local authorities, alongside GMCA and TfGM, have developed a Clean Air Plan that aims to meet nationally specified standards in the shortest time possible. The Clean Air Plan builds on the commitments in our existing Low Emission Strategy and Air Quality Action Plan (2016-21)

Greater Manchester's Outline Business Case (OBC) for its Clean Air Plan was submitted to Government in 2019 and proposed the introduction of a Greater Manchester wide Clean Air Zone, a designated area within which the most polluting vehicles with a certain classification would pay a daily charge to drive. The aim is to improve air quality by encouraging drivers to upgrade to cleaner vehicles and reducing the number of the most polluting vehicles travelling in the designated area. Greater Manchester's Clean Air Plan also proposes: a funding package to support local businesses to upgrade to cleaner vehicles; trebling the number of electric vehicle public charging points and other measures to support people, businesses, and organisations including schools across Greater Manchester to play their part in reducing air pollution from transport.

At present, a Greater Manchester Clean Air Plan Full Business Case (FBC) is being developed for approval by the 10 Greater Manchester local authorities and was subject to public consultation in Autumn 2020. At the time of writing, the assessment of public consultation responses and impacts of Covid-19 on Clean Air Zone proposals and funding support packages was taking place. Decision makers will consider the Final Greater Manchester Clean Air Plan as soon as possible and by summer 2021 at latest. If approved by Government, these proposals will be rolled out across Greater Manchester over the coming years.

Further details of the Clean Air Plan proposals can be found at cleanairgm.com/clean-air-plans/

Expanding our electric vehicle charging infrastructure network

We will commit to investing in and expanding our Electric Vehicle Charging Infrastructure (EVCI) network for EV's operating within the city centre through the provision of suitably located charging points, including for use by private hire vehicles, taxis and car club vehicles. However, our strategic aim is to reduce the volume of vehicular traffic in the city centre, in order to make the city centre less congested and more oriented around people and place. Expansion of the EVCI

network will be carried out in this context, with careful selection of charging points including possible prioritisation of non-private vehicles.

The Greater Manchester approach will be to have the right charging infrastructure in the right locations to meet demand and help meet our clean air and net-zero-carbon targets. This will require a mix of fast and rapid chargers across the EVCI network in locations that accord with the relevant dwell times of vehicles. The provision of rapid chargers will be focused primarily on commercial uses (EV taxis, LGVs and EV car users that travel longer distances), in locations that match with their shorter dwell times. This infrastructure requires suitable locations that fit with dwell times of no more than 1 hour and / or locations that are suitable to specific business operation. The provision of fast chargers will be focussed in locations that encourage intermodal journeys such as park-and-ride sites or transport hubs and destinations with longer dwell times such as public car parks. There will also be the need to develop some community hub EVCI in residential areas with large amounts of on-street parking. This approach enables deployment of EVCI with the lowest impact on the electricity grid.

Detailed proposals for the city centre will relate to the further development of the emerging Greater Manchester EV Charging Infrastructure Strategy.

Roadmap for delivering a low emission public transport fleet

We will assess and develop a roadmap to deliver a zero-emission bus fleet by 2040. In the next five years we will develop options for retrofitting or upgrading local authority vehicle fleet.

Establishing a low emission goods and servicing fleet

We will review opportunities to enhance use of green cargo in our city centre to support our ambition for a greener and cleaner city centre and to reduce emissions and improve air quality. We will consider proposals to:

- Introduce further cycle logistics networks and hubs in the city;
- Develop electric charging points for LGVs; and
- Assist with the development of cargo cycle loan or hire schemes and associated cycle parking.

Future mobility is a fast-evolving area as new technologies, systems and solutions enter the market, continuously offering new transport solutions. We will remain flexible and agile to support technologies which align with our vision and will continue to undertake trials to understand their impact. Such trials will potentially include the review of e-scooters, electric cargo cycles, mobility hubs and park-and-ride travel hubs, dynamic kerbside management for parking and goods deliveries across the city centre. Our efforts will focus on delivering cleaner air in the city centre and supporting our aspirations to deliver a zero-carbon city centre environment.

Appropriate maintenance and renewal of our assets

TfGM will work with Manchester and Salford Councils to ensure appropriate maintenance of the highway network including the Key Route Network within the city centre. We will ensure that street work and road works are well organised and that people and operators have a good level of knowledge of works relating to any planned street works and road works in their area.

Our strategic approach will ensure we make best use of capital investment and operating budgets to appropriately extend asset life and sustain long-term performance. More precisely, this includes the development of lifecycle plans and renewal strategies through scheduled asset condition surveys to ensure that the right treatment and renewals take place at the right time. Furthermore, we will utilise the Electronic Traffic Equipment Asset Management Strategy for the long-term maintenance of electronic traffic equipment in the city centre.

Development of mobility hubs

One example of a potential scheme is the Ancoats Mobility Hub. This facility is:

- Proposed to meet the parking requirements of residential and commercial development in the next phase of redevelopment in Ancoats, removing parking from individual schemes and promoting a modal shift by providing infrastructure that offers sustainable alternatives.
- Designed to provide access to sustainable modes including cycling and walking, public transport and car clubs;
- Planned to be integrated with enhanced cycling and walking routes, including the canal towpaths and the route towards New Islington Metrolink stop;
- Planned to include secure cycle storage and cycle hub facilities to encourage cycling as a primary mode of transport;
- Supporting the promotion of EVs where private car use is required, with EV charging infrastructure provided;
- Utilising the latest digital technology to help customers plan how they use transport through interactive systems to book car clubs, EV charging and cycle facilities;
- A hub for a local car club which encourages flexible car sharing/rental over car ownership, offering a range of vehicles to suit as many users as possible. Visible to users via digital means such as an app; and
- A hub for parcel deliveries including smart parcel lockers, with last mile deliveries to be arranged via electric vehicles or cargo cycles.

Some of these features, when applied to park-and-ride sites outside the city centre, will help to evolve these sites into more rounded 'travel hubs'.

Preparing for the introduction of connected and autonomous vehicles

We will explore future opportunities for introducing connected and autonomous vehicles for travelling into the city centre. Hypothetical use cases for deployment of CAVs include:

- CAV corridors on radial routes into the city centre and sections of the Manchester Salford Inner Relief Route;
- Automated public transit CAVs to provide high frequency connections to/from rapid transit;
- First and last mile freight, utilising CAVs for the first and last mile delivery of freight in the city; and
- On demand CAV services.

Continued pilots of new technologies and support for innovation

We have successfully managed and rolled out a number of innovation pilots and trials in our city, such as the ground-breaking City Verve and IMOVE projects, where we have been able to learn more about people's responses to new technologies and innovations across the city centre.

We recognise the significant potential for new technologies to improve our city centre environment and will enter into discussion with innovators. Future transport innovations will be considered appropriate for trial and use in the city context if they adhere to the following requirements (when applicable):

- Helping people flexibly plan and make journeys by providing real-time, integrated transport data and information;
- Supporting a more integrated travel network by developing new, sustainable modes of travel and ways to access these modes;
- Supporting more integrated fares and ticketing products through systems like Mobility as a Service;
- Improving the experience of using the city's streets, spaces and public realm;
- Supporting our active travel agenda and encouraging people to make trips either by walking, cycling or sustainable modes;
- Contributing to efforts to reduce motor vehicle ownership and trips, helping to make streets cleaner by reducing transport related emissions; increasing the inclusivity and equitability of the transport system.
- Improving the efficiency of kerbside use and not increasing parking or loading space requirements; and
- Helping spread travel demand for both people and goods more evenly across the day.

Other initiatives planned as part of our future mobility and transport innovation work include:

- Use of e-ink passenger information displays at bus stops, currently being trialled on Oxford road, to provide real-time information to passengers
- Creating mobility hubs that provide a range of sustainable travel modes, such as electric vehicles, at locations that enable greater intermodal connectivity.
- Using computer vision cameras, artificial intelligence and 5G communications on Smart Junctions to optimise traffic flow, reduce journey times and ease congestion, while giving greater consideration to more sustainable modes like walking and cycling, micromobility and public transport
- Deploying smart city technology that will build on increasing digital connectivity provided by the Local Full Fibre Network and 5G coverage
- Trialling new technologies that depend on this connectivity, such as high-speed public Wi-Fi, asset monitoring, and paving the way for connected and autonomous vehicles
- Using machine learning and real-time imaging to monitor the transport network in real-time, providing greater insights to improve network management and efficiency, as well as responding proactively to people's needs while travelling.
- Using app based technology to make travel easier for those with visual impairments.
- Trials of e-scooters and supporting central government policy development for their future legalisation, giving consideration to how they could be used in Greater Manchester to increase first and last mile connectivity and encourage the use of more sustainable modes for short trips.
- Continuing to 'open up' data – projects such as GMDDataHive will make data such as real time traffic flows, average speeds etc. available to developers for apps etc.



CITY CONNECT 50 up to every 10 mins Manchester & Salford

Electric Hybrid
Salford Quays
Salford Shopping 50
WIPBUS
12246
12246

50 Stagecoach 50

SL63 GBE

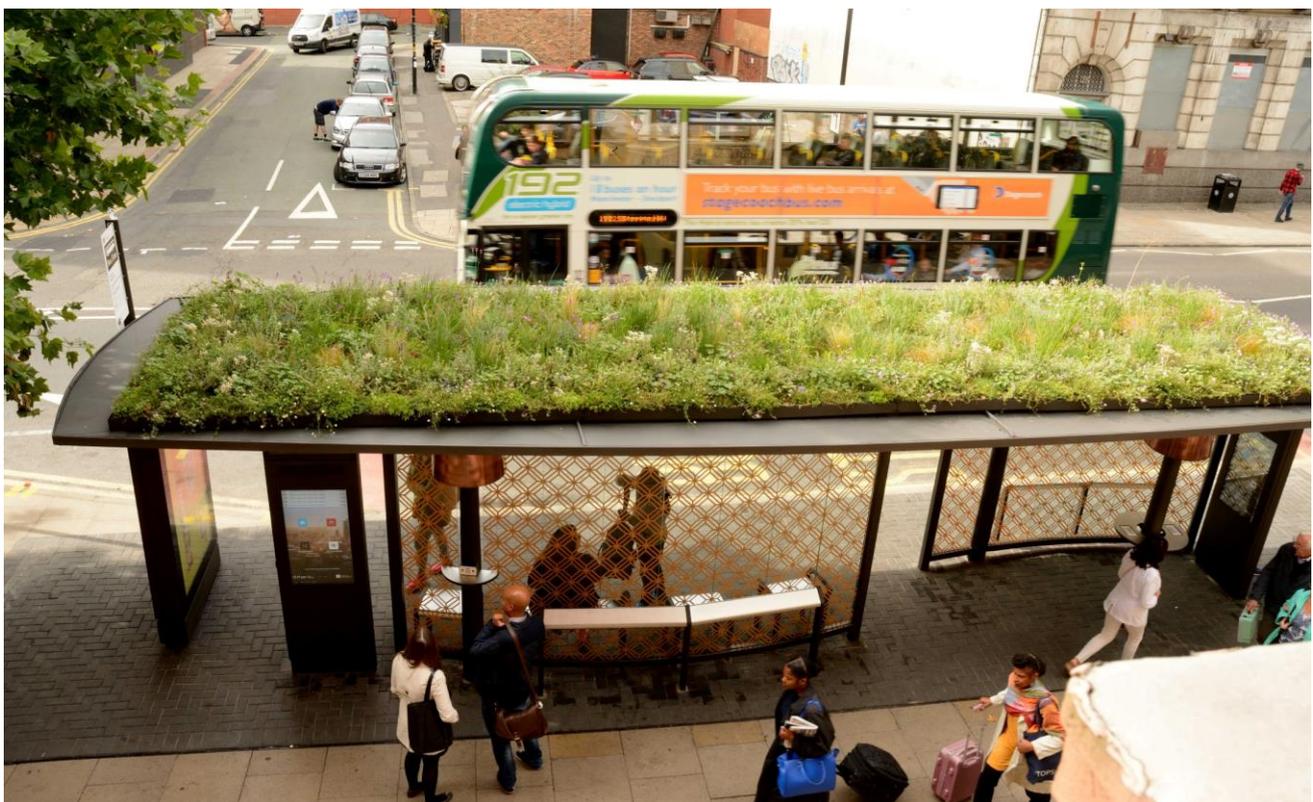

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Delivery and funding

Our future transport interventions set out in this document need to focus on tackling climate change and reducing carbon, creating cleaner air, tackling social exclusion, supporting the health and economic recovery from the Covid-19 pandemic and helping to deliver the planned growth in the city centre. We are planning to focus on investing in walking, cycling and public transport networks; better integrating our existing transport system; and developing major sustainable transport schemes for delivery in the medium and long term. The proposals identified within this strategy are at different stages of development, they include:

- Committed interventions – these are interventions that have significant funding allocated, and the case for change has already been demonstrated, although final funding arrangements and approval of the business case may still be needed;
- Proposals for which we aim to complete a business case in the next five years – these interventions are those with potential to be delivered by 2025 subject to prioritisation, funding and approval of a business case which demonstrates value for money; and
- Proposals at option development stage – these are interventions which need further investigation or development in order to identify future options and determine impact and feasibility. This work may identify interventions that could be delivered by 2025, and we will aim to achieve that wherever possible, but most will more likely be delivered over longer-term timescales beyond 2025. They are included in this document as we believe they form key interventions to support the future growth of the city centre.

Committed schemes, unfunded priorities (for the next five years) and longer-term development priorities are summarised on Map 1 and in the tables below.



In the next five years, we are committed to delivering...

Interventions	
Retrofitting buses and electric bus fleet investment	Our Bus
Additional Metrolink vehicles (27 new trams)	Our Metrolink
Metrolink reliability, capacity and service improvements	Our Metrolink
Intelligently investing in timely renewals across all Metrolink assets	Our Metrolink
Central Manchester Rail Network Enhancements (including Castlefield corridor, platforms 15/16 and Oxford Rd Station)	Our Rail
Salford Central station upgrade	Our Rail
Trans-Pennine Route upgrade electrification to Stalybridge	Our Rail
Delivery of HS2	Our Rail
Albert Square redevelopment	Our Streets
City Centre North West: New Bailey	Our Streets
Northern Quarter Cycle Way scheme	Our Streets
Chapel Street East cycling scheme	Our Streets
Manchester to Chorlton cycle route	Our Streets
Rochdale Canal towpath upgrade	Our Streets
Northern and Eastern Gateway Bee Network in Ancoats and New Islington	Our Streets
Salford City Centre Package	Our Streets
City Centre Triangle (Active Travel Fund)	Our Streets
Priority Corridor 1 (A34 New Bailey Street/Bridge Street/Princess Street/Upper Brook Street)	Our Streets
A57 Regent Rd KRN Carriageway resurfacing	Our Streets
Salford University scooter pilot	Our Integrated Network
EV charging points (early expansion)	Our Integrated Network
Smart, integrated ticketing	Our Integrated Network
Innovation pilots and trials of new technologies	Our Integrated Network

In the next five years, we aim to complete business cases for early delivery of...

Interventions	Mode Theme
Bus Reform Assessment and Implementation (if approved) in Greater Manchester	Our Bus
Bus routing, services and interchange improvements	Our Bus
Streets for All & QBT (A6 Manchester – Little Hulton)	Our Bus
Streets for All & QBT (A6 Manchester–Stockport College)	Our Bus
S4A & QBT (MediaCityUK–Salford Crescent)	Our Bus
Victoria North bus corridor / M62 North-East Corridor express bus corridor	Our Bus
Streets for All & bus corridor upgrade (A56 Manchester–Bury)	Our Bus
S4A & bus corridor upgrade (A57 Manchester–Hattersley)	Our Bus
Improve Piccadilly-Victoria Metrolink frequency	Our Metrolink
Station Accessibility Improvements	Our Rail
Delivering the Manchester Piccadilly HS2 Growth Strategy (early interventions and powers)	Our Rail
Piccadilly Gardens improvements	Our Streets
Improved wayfinding, pedestrian links and public realm in the city centre	Our Streets
Implementation of the City Centre Car Parking Strategy	Our Streets
Oxford Rd corridor area public realm and wayfinding improvements	Our Streets
Establishing a 20mph zone in the city centre	Our Streets
Enhanced major walk routes in the city centre	Our Streets
Expanding our pedestrian priority areas across the city centre	Our Streets
Pedestrian crossing improvements	Our Streets
Streets for All: Deansgate - Phase 1	Our Streets
Streets for All: Deansgate - Phase 2	Our Streets
Streets for All: Whitworth St	Our Streets
Development of the city centre cycle wheel	Our Streets
Bike hire scheme: Phase 1	Our Streets
Future City Centre Streets for All Corridor Measures	Our Streets
Implementation of GM Freight & Logistics Strategy	Our Integrated Network
Clean Air Plan Measures	Our Integrated Network
Park-and-Ride / Travel hubs outside the city centre	Our Integrated Network
Expanding our electric vehicle charging network	Our Integrated Network
Expansion of car clubs to city centre residents	Our Integrated Network
Ancoats Mobility Hub	Our Integrated Network

In the next five years, we will develop options for...

Interventions	Theme
Improving Metrolink capacity and reliability	Our Metrolink
Connection between MediaCityUK – Salford Crescent	Our Metrolink*
Connection between Salford Crescent – Inner Salford – City Centre	Our Metrolink*
Metro/tram-train, potentially including a tunnel under the city centre	Our Metrolink
Delivering the Manchester Piccadilly HS2 Growth Strategy	Our Rail
Delivery of the NPR vision and rail conditional outputs	Our Rail
Streets for all: wider city centre roll out	Our Streets
Salford Crescent Masterplan Access Package	Our Streets

*other modes will also be considered

Summary of Key Priorities and Actions

We are planning to focus our transport investment on walking, cycling and public transport networks; combined with more welcoming, safe, people-friendly streets and public spaces; better integrating our existing transport system; and developing major sustainable transport schemes. We believe this approach will enable us to tackle climate change and reduce carbon, creating cleaner air, tackle social exclusion, support the health and economic recovery from the Covid-19 pandemic and deliver the planned growth in the city centre

Further details on the interventions and programmes to deliver what is set out in this Strategy will be set out in a series of reviews and action plans. Our priorities for action in the next five years include:

- Implementing bus routing and terminus provision improvements including measures to support service changes, such as more cross city services, proposals in the Piccadilly Gardens area, better use of Shudehill, radial corridor improvements through QBT measures and a potential new interchange at Piccadilly Station;
- Developing and delivering Streets for All in the city centre through expanding pedestrian priority zones, improved walking routes and crossing points while maintaining good access for buses, bikes, servicing and delivery vehicles and disabled access. Key proposals include Piccadilly Gardens, Deansgate, Whitworth Street and Princess Street.
- Developing and delivering active travel investment that builds on the existing MCF programme and delivers the bike hire scheme, supporting people to travel into and within the city centre - removing barriers to walking and cycling.
- Corridor improvements that support more people travelling into the city centre by bus and active travel and support the safe and efficient movement of delivery and servicing vehicles, such as on A6 / Chapel St. Recognising that different corridors have different movement roles and requirements alongside the need to provide continuous networks as people travel from one place to another.
- Delivering Clean Air Plan interventions including Electric buses and vehicle charging infrastructure alongside investigating a ULEZ for the city centre.
- Investigating potential tram-train services, a rapid transit connection to Salford Crescent and a tunnel under the city centre as part of a potential metro network for delivery in the longer term

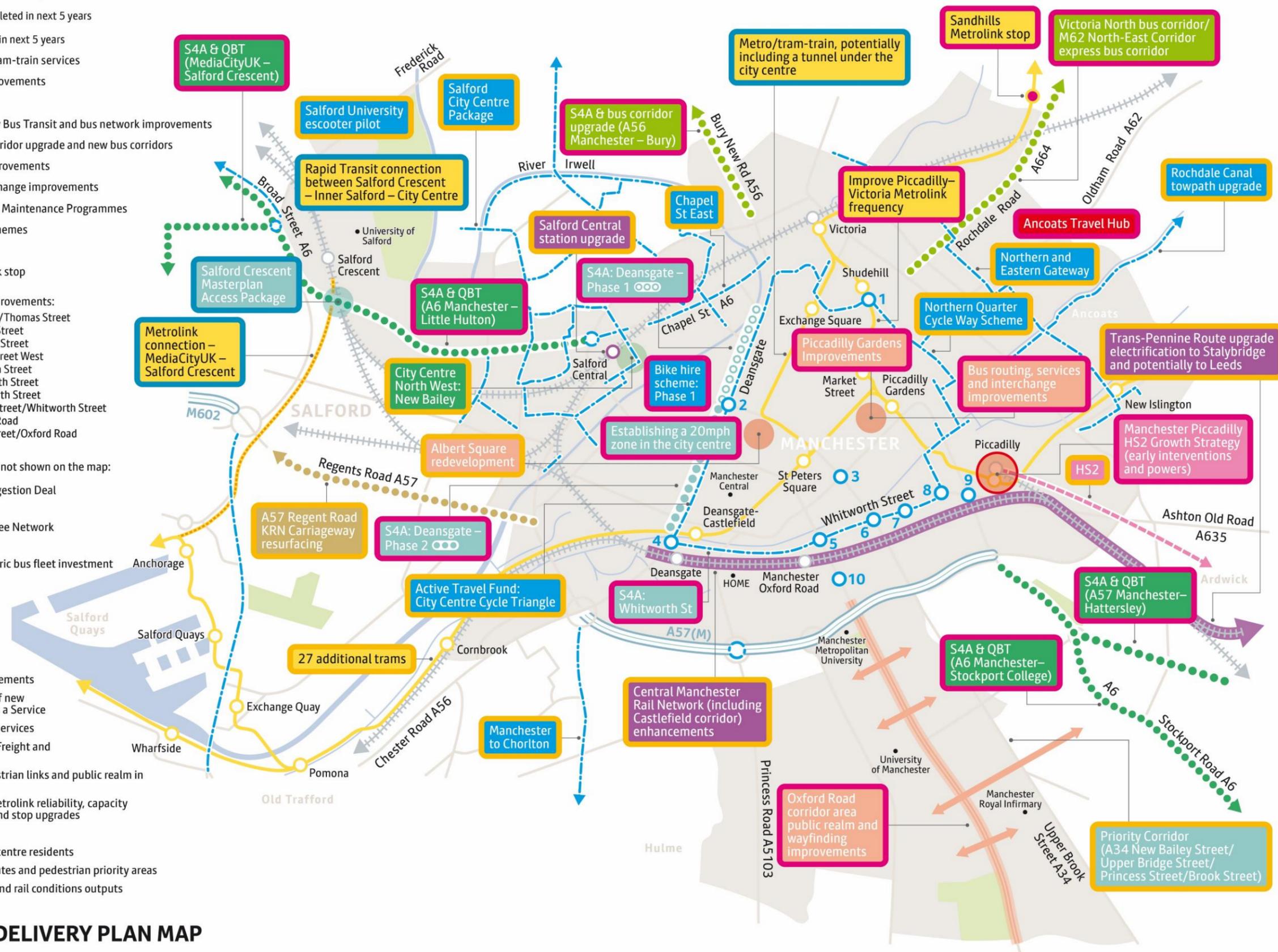
- Reliable and higher capacity rail services in advance of infrastructure improvements to the current central Manchester network and HS2 and NPR, working with rail industry partners.
- Piccadilly station area planning for an integrated hub station with HS2/NPR that recognises the highly accessible location and the need for connectivity to the wider city centre area, integrating with transport networks that supports the vision, aims and ambitions of this strategy.
- Developing Future Transport and Shared Mobility priorities through identifying opportunities to support transport technologies that will help deliver this Strategy and in particular, reduce car dependency and deliver environmental benefits.
- Ensuring new and existing homes and businesses have the facilities to support sustainable travel and are integrated with the rest of the city centre.
- Continuing to engage and consult with residents, workers, businesses, transport operators, partner organisations and stakeholder groups as we deliver this Strategy. Any projects that will lead to significant and permanent changes to the form or function of the streets in the city centre and wider area will undergo full but proportionate assessment. Impact assessments, including Environmental Impact Assessments and Equality Impact Assessments, will be conducted for all relevant projects and proposals. These will test options and ensure benefits are maximised and any potential negative impacts are clearly identified and mitigated.
- The Delivery Plan elements of the Strategy will be reviewed on an annual basis as part of the wider Greater Manchester Transport Strategy 2040 Delivery Plan review.



- Committed to delivering in next 5 years
 - Business case to be completed in next 5 years
 - Options to be developed in next 5 years
 - Metrolink and Metro/tram-train services
 - Rail infrastructure improvements
 - High speed rail
 - Streets for All & Quality Bus Transit and bus network improvements
 - Streets for All & bus corridor upgrade and new bus corridors
 - Local road network improvements
 - Public realm and interchange improvements
 - Asset Management and Maintenance Programmes
 - Cycling and Walking Schemes
 - Travel Hubs
 - Potential new Metrolink stop
-
- Pedestrian crossing improvements:
 - 1 Nicholas Croft/Shudehill/Thomas Street
 - 2 Deansgate/John Dalton Street
 - 3 Portland Street/Princess Street
 - 4 Deansgate/Whitworth Street West
 - 5 Oxford Street/Whitworth Street
 - 6 Princess Street/Whitworth Street
 - 7 Sackville Street/Whitworth Street
 - 8 Aytoun Street/Fairfield Street/Whitworth Street
 - 9 Fairfield Street/London Road
 - 10 Charles Street/Hulme Street/Oxford Road

Other strategic interventions not shown on the map:

- Implementation of the Congestion Deal
- Smart, integrated ticketing
- Further investment in the Bee Network
- Clean Air Plan measures
- Retrofitting buses and electric bus fleet investment
- EV Charging Points
- Implementation of the city centre car parking strategy
- Streets for All network improvements
- Travels Hubs/Park and Ride
- Station accessibility improvements
- Innovation pilots and trial of new technologies eg. Mobility as a Service
- Improvements to local bus services
- Implementation of the GM Freight and Logistics Strategy
- Improved wayfinding, pedestrian links and public realm in the city centre
- Interventions to improve Metrolink reliability, capacity and service improvements, and stop upgrades
- Reform of the bus market
- Expanding car clubs to city centre residents
- Enhanced major walking routes and pedestrian priority areas
- Delivery of the NPR vision and rail conditions outputs



CITY CENTRE DELIVERY PLAN MAP

Subject to funding and business case approval

Funding

Transport improvements are delivered through a combination of both revenue and capital funding. This funding supports our ability to plan, run and maintain existing services, as well deliver new or improved infrastructure. Due to the city centre's role as a central driver of Greater Manchester economic opportunity, and a hub of local and national transport services, the ambitious programme of transport interventions detailed within this strategy, will require a coordinated approach to transport investment. Manchester City Council and Salford City Council, along with other Greater Manchester Local Authorities and Greater Manchester Combined Authority, are developing the Greater Manchester Infrastructure Programme to enable infrastructure to be developed in a comprehensive, place-based manner, looking at both local and strategic city-region interventions.

Greater Manchester is asking Government to adopt a multi-year infrastructure funding settlement with the city-region. The 2020 Spending Review and 2021 budget has, to some extent, acted on this recommendation and we will work with government to identify the benefits of investment identified within the City Centre Transport Strategy. This will be crucial to ensure the city centre can build back better following the COVID-19 pandemic, in line with the consistent aims of the Manchester Recovery and Investment Plan.

Further details on the transport funding programme of Greater Manchester are included within our 5-Year Transport Delivery plan, and updates will be provided through progress reports of the Greater Manchester Transport Strategy 2040.



Measuring performance

Performance indicators

We will ensure we track the progress of our strategy against each of the ambitions. We will do this by analysing relevant data, information and surveys and recording progress towards demonstrating if we are achieving our ambitions or not. We are aiming for a year-on-year improvement in performance indicators that we will develop for the City Centre Transport Strategy.

Performance indicators also feature in the Greater Manchester Strategy and the 2040 Greater Manchester Transport Strategy. The most relevant customer facing and operational performance indicators from the Greater Manchester Transport Strategy 2040 will be adopted to monitor progress for the City Centre Transport Strategy. We will therefore ensure that our monitoring programme is integrated with the monitoring of other wider strategies. All KPIs will be kept under review to ensure their continuing relevance, and we will exploit technological opportunities for new forms of data collection to provide insights and experience of progress not previously available.



