DRAFT

CITY CENTRE TRANSPORT STRATEGY TO 2040

Getting from A to Bee

MANCHESTER CITY COUNCIL

Salford City Council

Transport for Greater Manchester

GMCA GREATER MANCHESTER COMBINED AUTHORITY

MANCHESTER CITY COUNCIL

Salford City Council

Transport for Greater Manchester

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Foreword

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

Our bold, 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.

Our strategy reflects the thousands of voices who've contributed to previous discussion and consultation — 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 — and more.

What's emerged is a strategy that boldly reflects the strongest calls: more, pleasant space for pedestrians and bikes; cleaner, greener more sustainable travel options that keep the air clean and cut carbon; less congestion; useful, usable 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 draft 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 are excited to hear your thoughts on whether you feel this strategy is a document you support.

We look forward to hearing your views.

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 also 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 exist within a small area and give rise to a complex pattern of demands on the transport system.

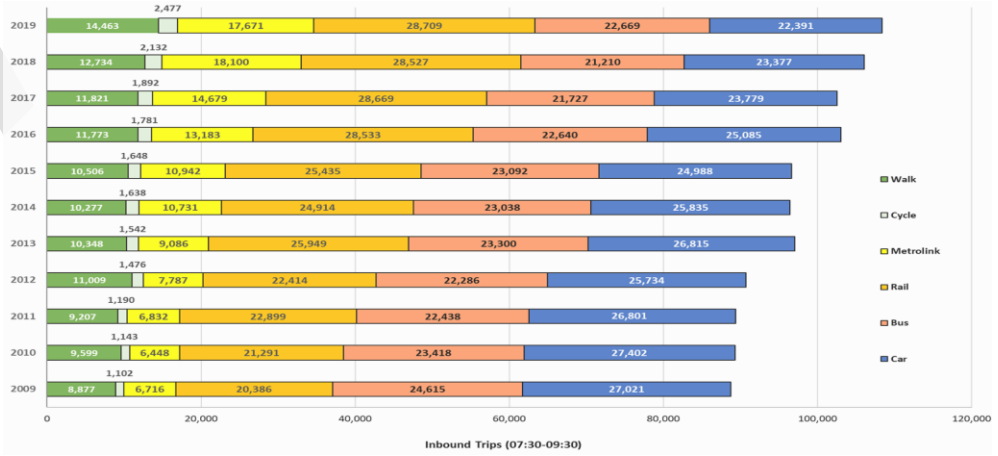
Planning for the future city centre requires us to balance a number of sometimes competing demands. The future transport strategy needs to support the city's ambitions to grow, become carbon neutral by 2038 or sooner while ensuring that the city centre is very well connected to the wider area that it serves and is an even more attractive place to live in, to work and to visit.

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 also been transformed by the bus priority and cycling scheme;
- St Peter's Square has been transformed into a high-quality pedestrian space providing a first class setting for the buildings surrounding it and a new Metrolink stop at its heart
- the Ordsall Chord scheme has provided a direct rail connection between Piccadilly and Victoria Stations; and
- wayfinding has been improved to make it easier for visitors to find their way around.

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

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



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

shock of coronavirus, we need a new updated strategy that will help us to support the city centre's recovery and to set out a bold new 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.

This Draft 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 two key exercises to gauge the views of the people who live in, work in and visit the city. Firstly, we held a conversation with Manchester people and over 3,700 responded with their views.

This was followed up by discussions with a number of key stakeholders at the start of 2020 who met together in small groups to help to co – design the draft strategy. The consensus view from these exercises was that efforts needed to be focused on making the city centre an even more attractive place to be with 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 Manchester.

The draft document that follows seeks to respond to those views and bring together work that has looked at the ambitious plans to make the city centre a more attractive place to live work and visit, the medium and long plans for continued growth in the number of jobs and homes, the demands that the transport system needs to meet, while also considering the short term measures to respond to the 2020 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 a bold and ambitious vision for the future and we look forward to receiving feedback prior to finalising the document early next year.

Vision

The city centre of Manchester and Salford is the fastest growing city outside London[1], with growth that is set to continue. 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 in the Greater Manchester Spatial Framework – the regions' plan for homes, jobs and the environment – 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 for work and visitors, and more people living within the city centre creates increasing demand and pressures on our transport systems and city centre 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 city centre streets differently, creating new and better ways to make better use of scarce and highly valuable space. In parallel, we want to resolve challenges which the city faces and deliver on our agreed targets for cleaner air, and in support of climate change, deliver on our commitment to decarbonise the city to achieve net-zero carbon emissions. All of this 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:

To support our vision - Our central aim is for 90% of all trips to the city centre[2] to be made on foot, by cycle or using public transport by 2040 and for walking to become the predominant mode of travel within the city centre.

City centre area

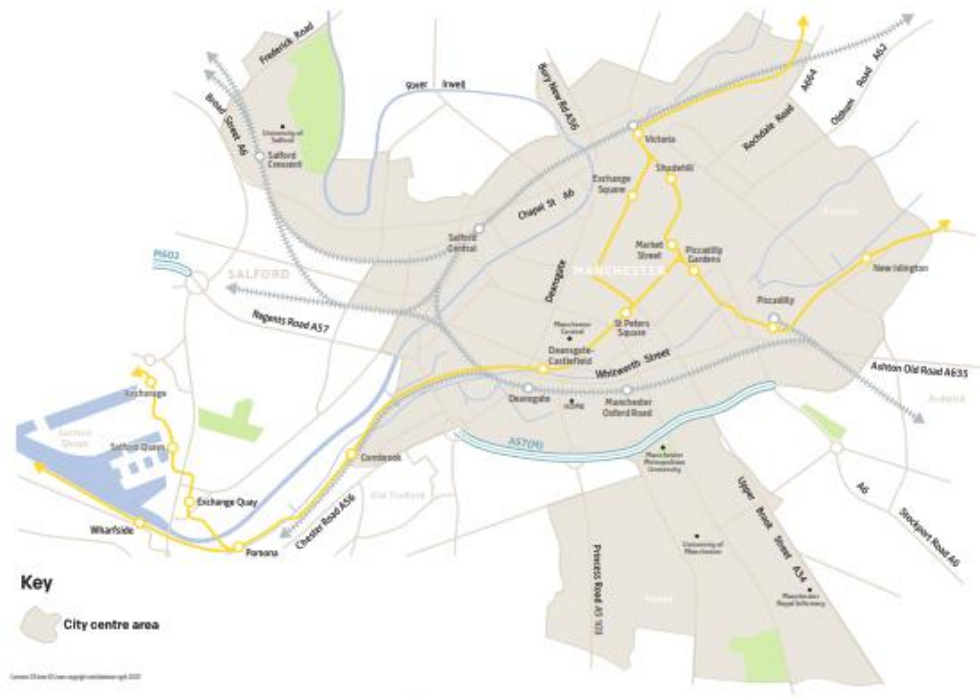
The map sets out the geographical coverage of the city centre covered in this strategy. The city centre is part of the Core Growth Area set out in the Greater Manchester Spatial Framework.

"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."

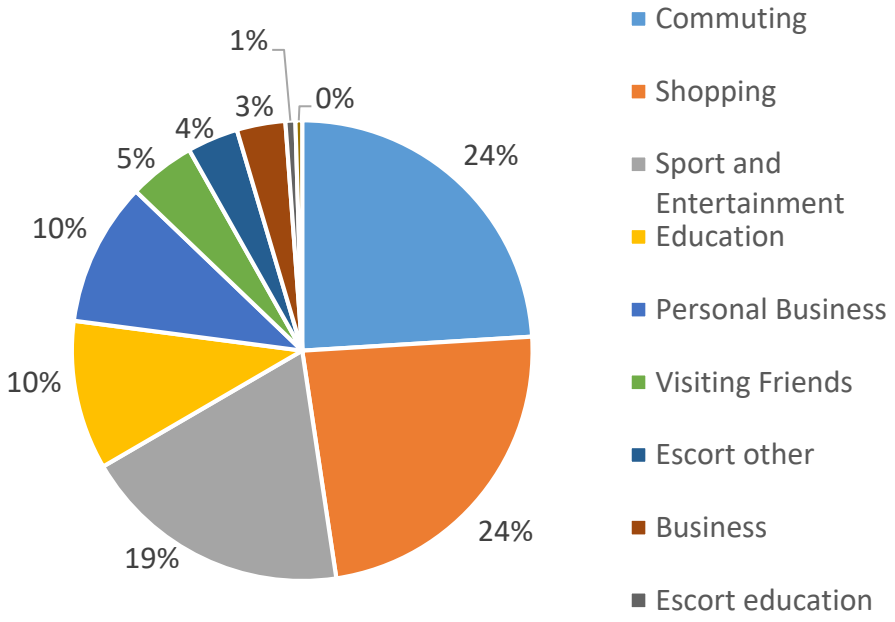
[1] UK 2019 Vitality Index – Lambert Smith Hampton (2019)

[2] This 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.

City centre area map



Christmas Markets, 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.



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[3]. Each year the city welcomes around a million tourists attracted by the city's music, sport and cultural attractions and key events such as the Manchester International Festival, Manchester Pride and

Today, the city centre is a destination for many of our daily activities including learning, working, living, cultural experiences, leisure, shopping and relaxation. 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 employment, economic, educational, cultural, leisure and residential centre it is essential to provide an efficient and integrated transport network with capacity and connectivity across the region and wider cities, supported by

[3] 'Your City Your Views' leaflet 06.09.18

better quality streets and public spaces to enhance the places people interact with.

The city centre has changed dramatically over the past decade to be one of the most dynamic in Europe. The Manchester Crane Survey identified a 60% increase in developments under construction in 2019 compared with 2018[4]. The number of residential units delivered in 2017 was the highest since 2009, and the volume of retail and leisure space delivered was four times greater than that delivered in 2016.[5] 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 CCTS

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 tackling 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 which receives the highest numbers of daily trips than anywhere else in Greater Manchester.

This draft strategy has been informed by engagement with the people of Greater Manchester and key stakeholder groups, providing their views and opinions on the city centre's existing transport and infrastructure and how it can be developed in the future. Over 3,700 people and organisations responded to the City Centre Transport Strategy Conversation in 2018. Between December 2019 and January 2020, seven workshops took place to give key stakeholders a further opportunity to shape the thinking behind this draft strategy document.

This City Centre Transport Strategy provides a 20-year framework for future investment in and management of the city's streets and transport systems. 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 to work for everyone. 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;

[4] The Manchester Crane Survey is published by Deloitte Real Estate: https://www2.deloitte.com/uk/en/pages/real-estate/articles/manchester-crane-survey.html

[5] In 2017 1,784 residential units and 62,557 square foot of retail and leisure space was delivered

- 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 as well as a high quality of job opportunity. This requires much more than a thriving economy and excellent opportunities – 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 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 city that works for our residents, workers and visitors, whatever their age or needs.

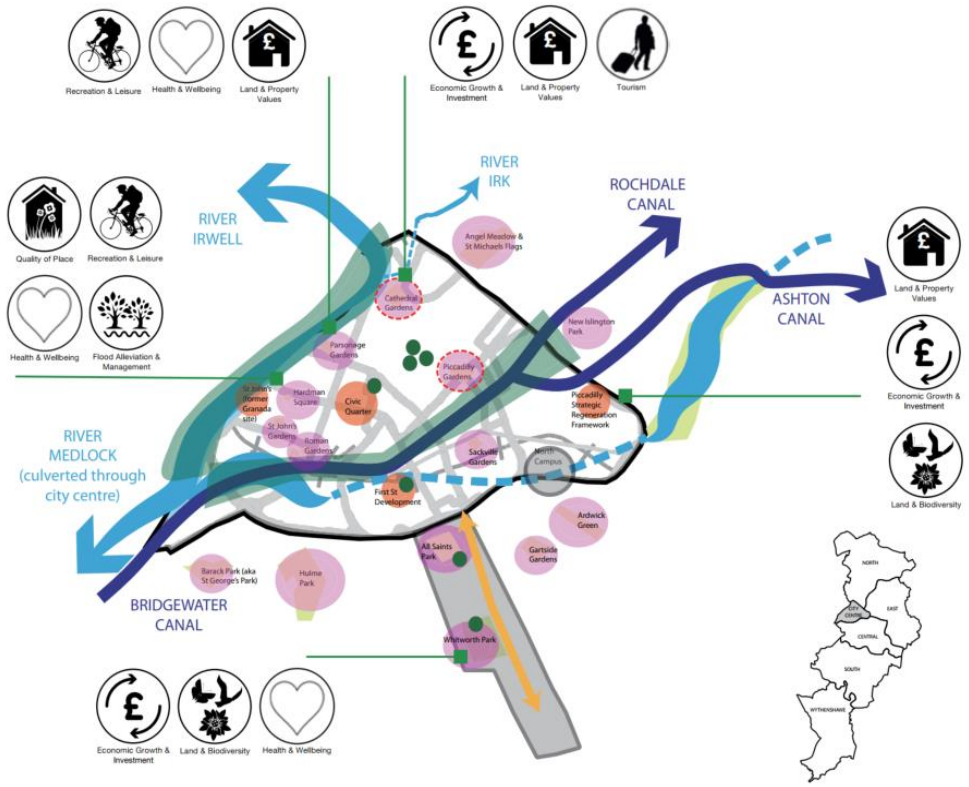
An attractive, liveable and healthy city with a welcoming built environment is important for attracting and retaining our best talent and providing our residents with a good quality of life. Our City Centre Transport Strategy conversation[6] highlighted a strong disappointment among survey respondents about the lack of quality public spaces in the city. **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 man-made canal infrastructure including the

[6] "Have your say – City Centre Transport Strategy Conversation" October 2018

Rochdale, Ashton and Bridgewater Canals. There are a number of large green spaces within a short travel distance of the city centre as shown in the diagram. High quality parks, green spaces and waterways are important features of successful cities, providing high quality living and working environments where investors and individuals want to invest, live and work.



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

Deansgate is at risk of exceeding the legal limit of nitrogen dioxide levels (demonstrating poor air quality) by 2021.

The conversation highlighted that 48% 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**.

Pedestrians require much less space than vehicles, however they display a greater range of needs. Our streets currently accommodate people from all walks of life, 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.

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

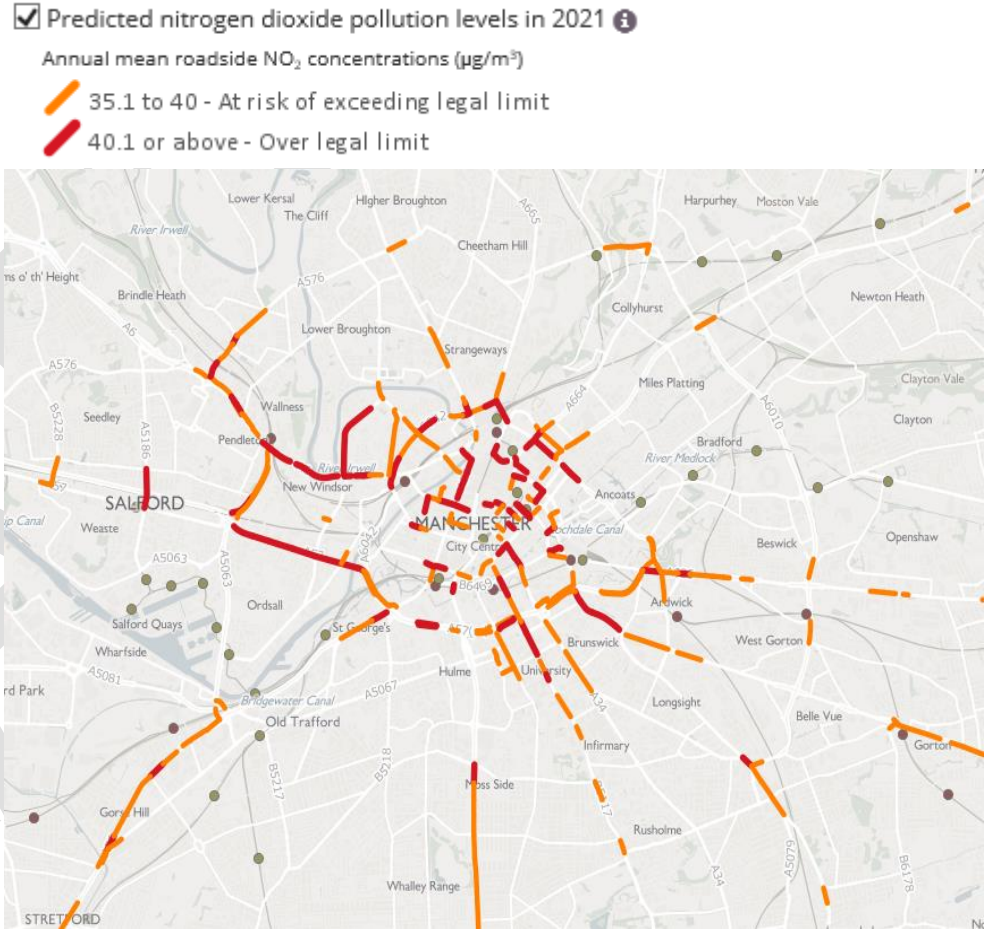
48% of respondents to the CCTS conversation felt that cars, motorcycles and mopeds had too much space in the city centre.

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

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 for a healthier and more attractive place to live, work and spend leisure time. Greater Manchester is working on a Clean Air Plan to bring NO_2 levels within legal limits in 'the shortest possible time' informed by national air pollution modelling.

The figure highlights the locations in the city centre that are predicted to exceed legal limits of NO_2 levels or are at risk of exceeding the legal limit in 2021. This highlights many locations where interventions are required to improve air quality.

Predicted nitrogen dioxide pollution levels in 2021 across the city centre



Our conversation highlighted that **poor air quality is a strong concern, with 90% of respondents seeing it as an important issue.** 80% of respondents agreed that improving cycling, walking and public transport infrastructure would be the best way to improve air quality.

The UK Government has also identified Clean Air Zones as the benchmark measure that will bring levels of roadside NO_2 within legal limits most quickly. A Clean Air Zone is a designated area within which owners/drivers

of certain high-pollution (non-compliant) road vehicles would pay a penalty to drive. This is different from a congestion charge as the penalty only applies to non-compliant vehicles.

The 10 Greater Manchester local authorities are working with the Greater Manchester Combined Authority (GMCA) and Transport for Greater Manchester (TfGM) to deliver a Clean Air Plan. The Clean Air Plan will deliver interventions for the city centre as part of proposals across the whole of Greater Manchester. At this stage, the specific proposals are under development and a full outline business case is being developed for submission to Government.

In October 2020, Greater Manchester is planning to launch an eight-week consultation on plans for a Clean Air Zone to improve air quality on local roads across our region. Only the most polluting commercial vehicles would have to pay a charge to travel in the Zone. At the same time, we're working with government to secure funding to help the region's people and businesses switch to cleaner vehicles and avoid a charge.

The Paris Agreement (2015) brought global nations together to commit to ambitious efforts for combatting climate change. Its central aim is to strengthen the global response to the threat of 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 Greater Manchester to be at the forefront of action on climate change.

The 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. Greater Manchester 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.

The Manchester City Council Climate Change Action Plan 2020-25, published in March 2020, commits the Council to reducing CO^2 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.

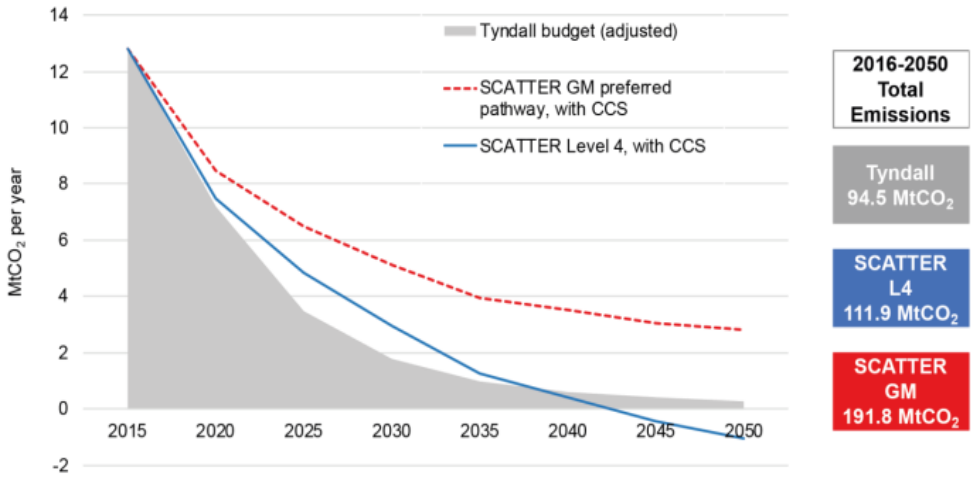


Figure 2 – Potential Carbon Reduction Pathways for Greater Manchester.

Source: Anethesis

Manchester is on a path to reduce carbon emissions from almost 13 mega tonnes of CO_2 per year in 2015 to be net zero CO_2 by 2038.

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.

There is **significant development planned in the south-east city centre at Piccadilly and Mayfield** to accompany the HS2 proposals alongside future development of the University sites around the Oxford Road Corridor and at Kampus. These accompany major new residential development 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**.

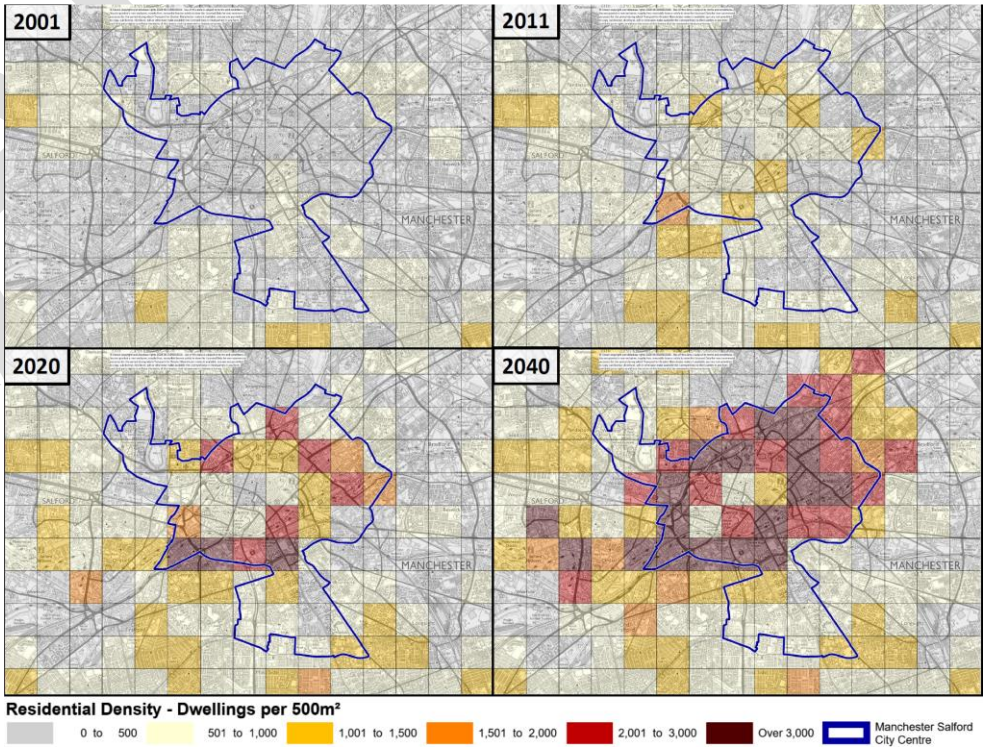
To the north of the city centre, Northern Gateway is the most significant development programme the city has seen in decades, , with 15000 new homes expected in the next 15-20 years, and NOMA continues to develop, and to the east, developments at Ancoats and New Islington is increasing the city centre footprint out towards the Etihad Stadium, developing the Eastern Gateway programme.

New commercial and residential developments in our expanding city centre will generate new travel patterns, both within the city centre and in nearby areas offering the opportunity to embed successful transport infrastructure at the planning stage, drive positive travel choices and effectively manage the demand for car usage.

The city centre is partly defined by major infrastructure, including the Mancunian Way, Castlefield rail corridor and natural barriers including the Rochdale and Bridgwater Canal, and the 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.

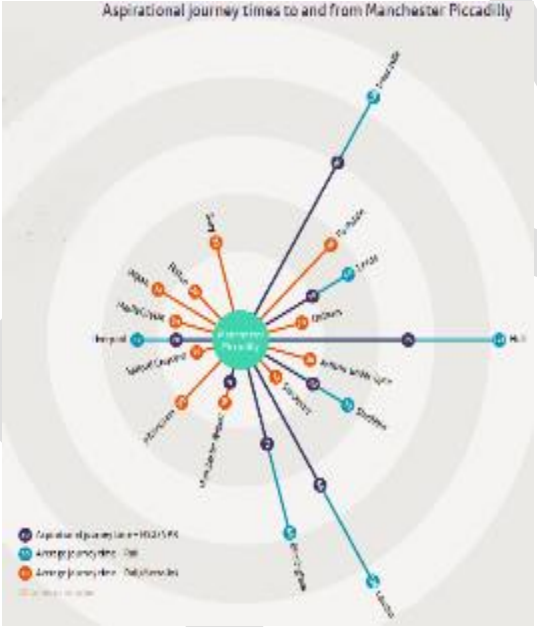
These pieces of major infrastructure can act as barriers for people accessing the city centre core. The seamless integration of new developments, uninterrupted by these barriers is important for sustainable and inclusive growth as the city expands. As our city centre grows, our transport strategy must consider impacts holistically and positively integrate land-use change with transport needs including implications for the surrounding areas of Ordsall to the West and Ardwick to the East and Hulme to the South.

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.

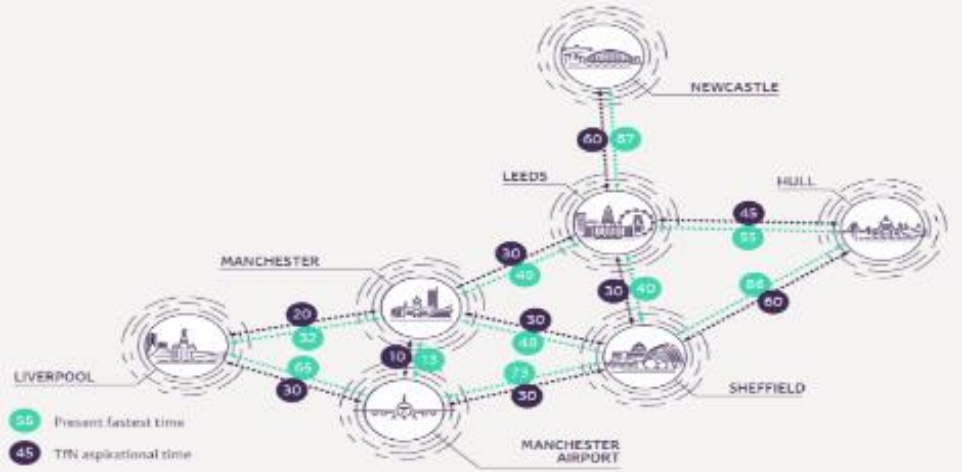
The arrival of HS2 and NPR into stations at Manchester Piccadilly (and Manchester Airport) presents a once-in-a generation opportunity to drive a new phase of economic success into the city centre, and for Greater Manchester to become a leading centre of growth in the North of England. By 2035-2040, 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.



Added to this is the UK Government's vision for Northern Powerhouse Rail (NPR), aimed at significantly reducing journey times and increasing service between major northern cities – enhancing Manchester's links with Liverpool, Leeds, Newcastle, Sheffield and Hull. NPR is an ambitious plan to deliver upgraded railway lines between major northern cities, designed to radically improve capacity, journey times and service frequencies. 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 businesses' connections and significantly improving people's access to jobs.

These momentous national infrastructure investments provide a major opportunity to secure significant growth and regeneration. Manchester has developed its HS2 and NPR Growth Strategy which aims to maximise the growth benefits from HS2 and NPR focused around four pillars of 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 as 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.



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 will 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.

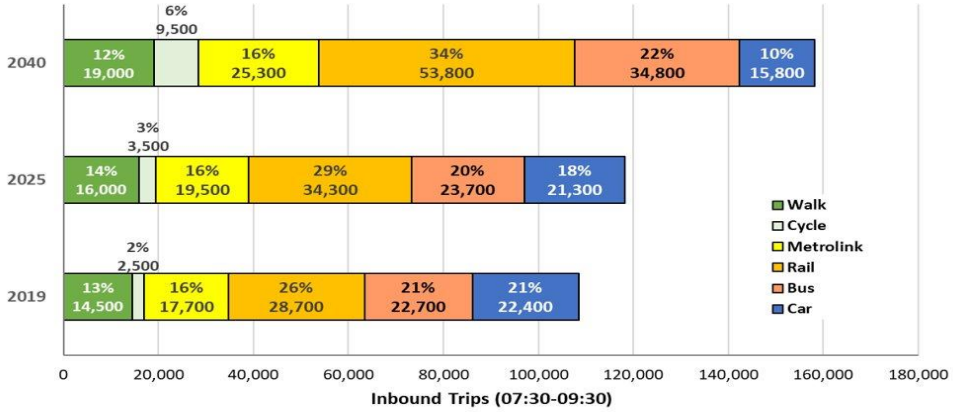
Such major developments will lead to a significant increase in the number of jobs. Approximately 140,000 jobs are based in Manchester city centre. There is potential for up to 110,000 more jobs by 2040. In addition, we will see the number of residents grow to 100,000 by 2040, a significant increase on 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 will be made in the morning peak period. To ensure the city 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.

To support our vision, our aim is for 90% of morning peak trips into the city centre to be made on foot, by bicycle or public transport before 2040 (as highlighted in the figure below). This means less 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. 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.

Expected future growth in modes of travel to the city[7]



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 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 fragility of the existing network and systems; and

Bus patronage is also set to increase by over 50%; 34,800 trips will 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 contribute to congestion in the city.

Underpinning all this will be a major shift to walking and cycling for trips at the local level within, and to, the city centre. More people walking and cycling is targeted to increase from 17,000 in 2019 to 28,500 into the city centre in the morning peak by 2040. 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.

We also want to complement this with measures to make cycling and walking safer and easier, recognising the importance and growth of active travel modes as a clean way of travelling.

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

In 2016 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.

[7] Future travel growth predictions calculated by TfGM underpinning by expected jobs and housing growth across the region and within the city centre.

Over the last 12 months 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; and
- 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 as 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 assure passengers that public transport is safe to use.

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. 135.

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.

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 in a live traffic environment.

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 night-time.

Taxis and private hire vehicles (PHVs) provide invaluable transport services at times where 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 the taxi and PHV trade is becoming increasingly difficult to regulate. This is a particular issue for vehicles licensed outside Greater Manchester operating in the city. There is a planned future consultation around future plans to amend these regulations to give greater control over these vehicles operating in the city.

Digital technology is re-shaping 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 influences how we travel and it will be an important factor in the future development of our transport system. As part of the Mayor's Digital Strategy, Greater Manchester are developing a clear strategic vision on 5G and Fibre, looking at the commercial opportunities to maximise their value to the city and across Greater Manchester.

In the future, transport as we know it is likely to change further still. There is increasing demand for responsive travel that suits the demands of passengers, rather than fixed schedules. Live data information will help us to better understand travel patterns, gain more insight into movements and plan our provision of transport services and car parking supply in response to live demand. People will also have a more flexible attitude to transport, e.g. cycling to work one day, travelling by train the next. Mode or route will be based on the best available option on a given day and informed by live, freely available data. This will be enabled through the onset of disruptive technologies including Mobility as a Service and autonomous/semi-autonomous vehicles.

Advances in technology also provide the opportunity to make goods deliveries more efficient. Companies are now able to use live travel information to effectively schedule their deliveries, optimise delivery patterns and retime to avoid congestion. The market is continually developing further and more advances are expected. Connected and autonomous vehicles are the biggest upcoming technological advancement in the transport sector. They have the potential to transform both the passenger and freight transport sectors, so this future technology should be accounted for as best as is possible, without compromising on 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, for some users this will be easier 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.**

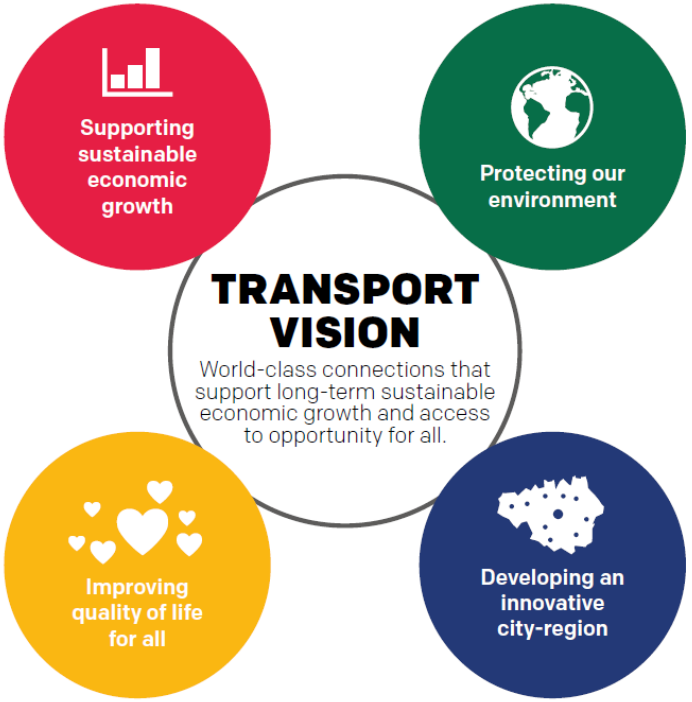
The Greater Manchester Strategy sets out a compelling vision for the city region**: "Our vision is to make Greater Manchester to be one of the best places in the world to grow up, get on and grow old".**

Greater Manchester Spatial Framework

The City Centre Transport Strategy is closely aligned with work currently underway on the Greater Manchester Spatial Framework (GMSF) and Delivery Plan 2020-2025 (part of the Greater Manchester Transport Strategy 2040). The GMSF will provide an important strategic framework designed to underpin the successful planning of Greater Manchester. It will provide the basis for an informed and integrated approach to spatial planning and place making across Greater Manchester, through a clear understanding of the role of places and the relationships and connections between them. The GMSF sets out the allocation of land by classes, and the city centre will contain a heavy concentration of commercial and residential growth.

Greater Manchester Transport Strategy 2040

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 Greater Manchester'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".*



The 2040 Transport Strategy 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 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.

A refreshed Transport Strategy 2040 is due to be published later this year.

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 also seek to promote the city centre as a high-quality place, ultimately aspiring for a thriving, sustainable, liveable and low-carbon city; and the promotion of 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. The figure shows the links between this City Centre Strategy and wider supporting strategies and policies.

The City Centre Transport Strategy: 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 our 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 and legibility of the city centre streets to ensure it is a great place to spend time in and move around.; and
3) Supporting the transformation towards a net-zero carbon city-centre environment.

We have set out seven ambitions which encourage us to focus on areas that will help us achieve our vision.

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, green and accessible; catering for everyone, no matter what their age or mobility needs.

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;
- Routes around the city are clear to understand and 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 maintained to a high quality;
- There are more green spaces and trees in the urban environment, with good access to the rivers, canals and parks; and
- More attractive streets that encourage active travel and recreation.

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.

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 • 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 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 users • Safe, navigable routes supported by clear wayfinding infrastructure • Reduce death and serious injury to pedestrians caused by collisions with motor vehicles to as close as possible to zero • Introduction of more green space and enhanced attractiveness of public realm in the city centre • The provision of accessible and age-friendly street furniture including well-designed seating and lighting
Considerations
• Use of existing streets and spaces to enhance public realm and green areas • More street space given to pedestrians to allow people to walk in comfort and safety • More priority to pedestrians at key junctions and crossing points – which could cause some delay to other vehicles in the city centre

Ambition 2: The city centre is cleaner and less congested

Traffic levels in the city will be reduced, with fewer cars with the removal of non-essential and polluting vehicles travelling through the city centre and idling on our streets.

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;
- Eliminating non-essential and polluting vehicles travelling into and through the core of the city centre; and
- Shifting towards low emission vehicle operation in our city centre.

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

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 vehicles and diesel vehicles • High carbon emissions from motorised transport • Vehicle emissions associated with some taxis and private hire vehicles
Priorities
• Providing cleaner air in the city centre • 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 • Decarbonisation of the transport sector • 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
Considerations
• Mechanisms to favour clean transport modes over all others in the city centre • Transfer of space away from vehicles to give pedestrians greater priority and focus • Retaining accessibility across the city centre • Impacts of displaced traffic and vehicles out of the city centre; and residents with private vehicles in the city centre • Reducing terminating bus services in the city centre (encouraging through journeys as a priority)

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 our proposed city region wide 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 protected from other traffic wherever possible, whilst offering the most direct route available;
- Road crossings are safe and easy to navigate for cyclists;
- All types of cyclists 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.

Challenges
• Disjointed cycling networks within the city centre area • Traffic levels in some parts of the city centre area do not encourage people to cycle • Limited space to add cycle infrastructure • Insufficient wayfinding around the city making it difficult to navigate • Lack of cycle parking and issues with cycle theft and vandalism • 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 primary and secondary cycling networks • Safe, navigable routes supported by clear wayfinding infrastructure • Cycling networks which provide good access to and from major public transport interchanges • Ability to access a bicycle for moving into and around the city • 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 streets are very narrow and available space is extremely limited • 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

There are better rail connections to other cities and towns (to support commuting, business and leisure trips), more capacity on peak hour Metrolink, bus and rail services, and better integration between modes. Operating hours support travel 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 well connected and provide enough high quality public transport capacity to support future growth. This means:

- Delivering more 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 lines (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 the city centre to offer a more attractive service;
- 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

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
- 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 re as smooth and stress-free as possible • Running public transport services at times that suit all users • Ensuring journeys by public transport are affordable for all users
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. 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

Parking is reduced and appropriately located in the city centre but available to those with specific mobility needs. Outside of the city centre, parking is smarter and better integrated with other modes of travel.

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

- Reducing the number of car parking spaces in the city centre;
- Supporting short-stay parking requirements over long-stay requirements in the city centre;
- Providing greater flexibility in how parking is used;
- Considering the needs of coaches, taxis and commercial service vehicles in our parking provision;
- Park and Ride / Mobility Hubs 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 at locations to allow interchange to other modes and discourage driving into the core city centre;
- Providing clear navigation and information relating to available car parking spaces;
- Future use of new technology to inform parking and driving in the city centre through real time information;
- Future proofing for greater numbers of electric vehicles and autonomous vehicles; and
- Providing residents with access to a car 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. It is estimated that 12,500 spaces will be removed from the parking supply.

Challenges
• Conflicting demands for street space • An expanding city centre shifting parking into a wider fringe area around the city • Complicated arrangements around parking operation • Consideration of coach parking generated by tourists
Priorities
• Not replacing temporary parking lost to development schemes within the city centre • 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 parking • Dynamic and smarter parking within the city • Integration of parking with public transport modes e.g. Travel Hubs
Considerations
• Reduced number of parking spaces in the city centre • 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.
- Recognising the changing role of streets at different times of day;
- Shifting towards low emission goods fleet operation in the city centre;
- Successfully managing construction traffic operating in the city centre to cause minimum disruption;
- Minimising the negative impact of deliveries and servicing; and
- Better management of our kerbsides within the city centre including partnership working.

Key statistics and current perceptions: goods deliveries

7% of trips into the city centre in the AM Peak are vans and HGVs compared to 14% off peak.

Challenges
• Increasing demands for goods in our city centre increasing 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 delivery and servicing 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 • Impact of goods deliveries on our city centre streets • 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
Considerations
• Timing of deliveries to give pedestrians greater priority in the city centre • 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 a better travel experience in our city centre 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:

- Supporting a better travel experience through digital connectivity, technology and innovation;
- Adopting the right micro-mobility options that do not adversely impact the city centre and encourage active travel;
- Optimising and improving how we manage our assets and vehicle fleet;
- Harnessing technology to reduce the need to travel;
- Delivering new transport services to improve first/last mile sustainable access to the city centre for people and goods; and
- Improving customer travel information through new forms of communication.

Challenges
• Increasing consumer expectations for on-demand transport services • Dynamic travel patterns and flexibility in transport utilisation • Emergence of disruptive technologies changing the ways people consider travel • New technologies changing the future landscape for transport
Priorities
• Supporting the city centres transition towards a future mobility zone • Embracing innovation where it supports the provision of information to users • Embracing innovation where it allows us to better manage our assets • Embracing innovation where it optimises passenger services and delivery of goods • Embracing new technologies and products that positively change the way we travel • Future proofing our city for new transport opportunities e.g. micro-mobility solutions • Using technology to monitor and reduce carbon emissions
Considerations
• Preparing for the future uncertainties whilst addressing existing challenges

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. This will help to deliver growth in a sustainable way and to support our target of 90% of people using public transport and active travel to get into the city centre, in the peak period.

Our proposals also reflect our desire to make walking the main mode of travel for getting around the city centre, by improving the quality and ease of movement on our city centre streets and within public spaces, ensuring that the city centre is a great place to spend time in and 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 a number of **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 include:

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, which includes enlarging the square through the pedestrianisation of the three existing roads around it (with only Princess Street remaining opening to traffic and trams). The expansion aims to create a continental-style outdoor seating area and will enhance the role of the square for major events. Designs for the space complement the history and use of the space, while creating clearer and higher quality accessible routes that are free of traffic congestion and pollution, significantly transforming and enhancing this space.

New Bailey, Salford infrastructure improvement: to support 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.

Great Ancoats Street - Manchester and Salford Inner Relief Route (MSIRR) improvements: to minimise the severance impacts of the MSIRR for pedestrians and cyclists and enable the expansion of the city centre beyond the MSIRR, supporting growth of Ancoats and New Islington. The plans include:

- Additional fit-for-purpose crossings will be installed along the route, making travelling by foot or bicycle from the city centre to the surrounding neighbourhoods easier and safer;
- Resurfacing of the road with new, modern materials to reduce the noise from motor traffic by 40 per cent;
- Landscaping of the area to make the route more attractive. This will include planting more than seventy trees, laying new pavements, improving street furniture, and making signage clearer and simpler to understand. The changes will make the area a natural extension of the city centre; and
- Supporting economic growth in and around the city centre. Employment is predicted to grow in the city centre, and many people will need homes near their place of work. These improvements will help to make the neighbourhoods around Great Ancoats Street more attractive to developers.

New and enhanced city centre cycling routes including:

Northern Quarter Cycle Way scheme: a cycle link between Piccadilly Station and Victoria Station, east to west via the Northern Quarter using Dale Street, Thomas Street and Withy Grove and a west to east alternative route via Hannover Street, Shudehill and Thomas Street. This includes:

- Development of a two-way cycling route through Stevenson Square and along Thomas Street creating a high-quality cycle route through

the heart of the Northern Quarter. This will include the removal of on-street parking to increase the space available for cyclists to move safely;

- Improvements to cycling crossing facilities where the route crosses the tram lines near Shudehill; and
- Enhanced movement opportunities for cyclists, with some turning movements only available to those on bikes.

Chapel Street East cycling scheme: The section of Chapel Street between New Bailey Street and Blackfriars is a key link into the city centre, however this 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 along this route.

It will also enhance the street scene on Chapel Street by providing high quality cycle facilities, extended and improved footways along with new trees and planting.

Manchester to Chorlton cycle route: This project will create a route that includes large sections of segregation between people travelling on foot or by bike and other traffic from Chorlton Park to Manchester. 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 will be one of the first routes to be built and will provide a high-quality, segregated link between Chorlton and Manchester city centre, making it safer, more attractive and easier to get around. This route includes the UK-first "CYCLOPS" junction, which is optimised for safer cycling and walking, which is now fully open in Hulme.

Rochdale Canal towpath upgrade: Upgrading of the Rochdale Canal towpath towards Newton Heath as an improved walking and cycling corridor, 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: The route will connect the neighbourhoods of Ancoats, New Islington, New

Cross, New Town, Redbank and the Green Quarter by creating a high-quality, continuous east-west walking and cycling route for the north and east city centre fringe.

Salford City Centre Package: including St. Johns to New Bailey Bridge, Ordsall Chord Riverside Connection, Oldfield Road Corridor, Chapel Street/Trinity Way and Broughton Cycleway Enhancements.

Mancunian Way junction with Princess Parkway – capacity, traffic management and walking and cycling improvements: to increase capacity, improve management of traffic flows, and create a safe environment for vulnerable users (pedestrians and cyclists)

Emergency Active Travel Fund proposed measures: Tranche 1 funding has introduced measures on some city centre streets including Deansgate and Blackfriars St

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

Castlefield corridor (including platforms 15/16 and Oxford Road station) capacity expansion (subject to Government approval): to address the critical capacity constraints on the rail network in the city centre, which will need to grow further to accommodate the forecast levels of employment growth.

Additional Metrolink vehicles (27 new trams) and associated infrastructure – enabling the introduction of more double unit vehicles between Bury and Altrincham and Shaw and East Didsbury: to increase Metrolink capacity into and through the Regional Centre to facilitate continuing economic growth and access to services and encourage mode shift.

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: including Connected and Autonomous Vehicles (CAVs) pilot projects to support the development of new technologies to improve the transport network in Greater Manchester; and a trial of e-scooters at Salford University.

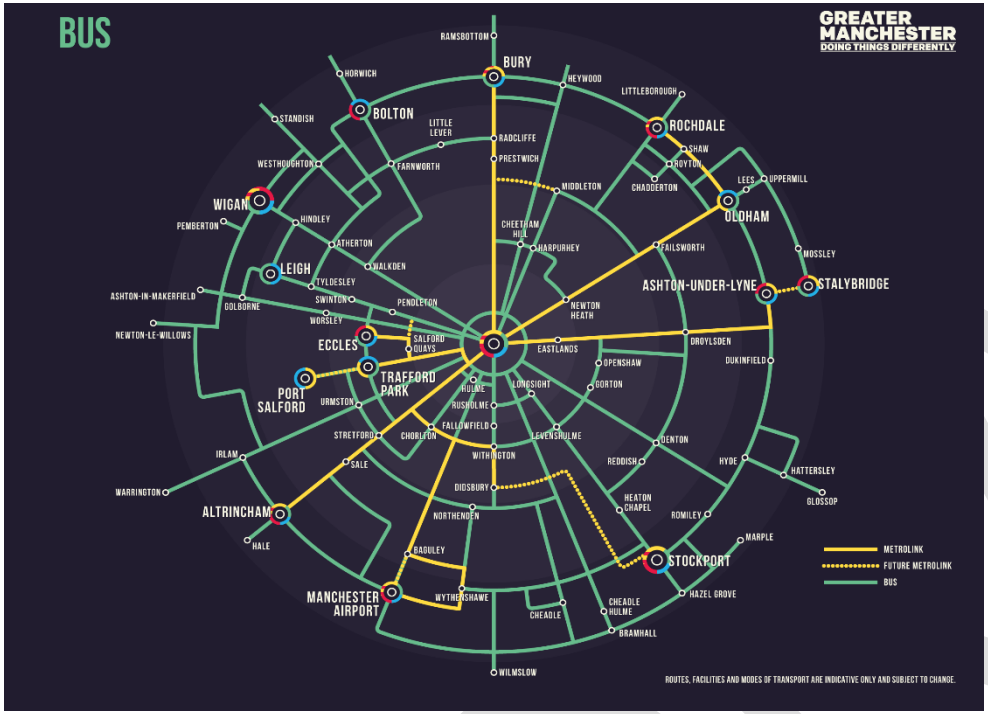
Delivery of High Speed 2 including to Manchester Piccadilly, Manchester Airport, Stockport and Wigan (Note: committed to be delivered but beyond 2025): to deliver transformational change to Greater Manchester's city-to-city rail offer, resulting in wider benefits for the city-region as a result of the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

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 creating new infrastructure, it is about using existing ones more effectively. The following section summarises other investments we are planning. An ambitious but flexible combination of policies, infrastructure investments, service improvements and behavioural changes will be needed over the period to 2040. These interventions are set out in the map at the end of this section with the key proposals introduced below.

Our Bus – we see bus playing a fundamental role in enabling access to the city centre, especially for those living within 10km. This will support the Our Network ambitions and proposals for bus. We want bus services to be more efficient and reliable for those travelling into and through the city centre.



We will continue to support the journey towards 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 extended hours of operation for public transport services to support the night-time economy as well as those travelling for work purposes.

Free Bus will continue to play a complementary role in helping people travel around the city centre. The routing of Free Bus within the city centre may change over time and a refresh of the fleet will support the ambition for clean buses to operate within the city centre.

There are also some streets and areas of the city centre that we need to be cleaner and more attractive, with better air quality; and which work better for people travelling on foot and by bike. We will achieve this through a combination of bus routing interventions, supported by less general traffic in the city centre. Interventions to support this will include bus gates, improvements to bus stops and the development of quality bus transit corridors.

Enhancements to Shudehill Interchange

The city centre key bus terminus of Shudehill currently has good bus passenger facilities and is well managed. We would like to increase the role of Shudehill bus station and run a greater number of buses services to this terminus. At times, access to the bus station is compromised by congestion on adjacent roads – particularly as a result of 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 better walking and cycling facilities.

We would like to improve the area around the key bus stops at Parker Street in Piccadilly Gardens. A low quality public realm, antisocial behaviour issues, poor bus passenger facilities, significant bus-on-bus congestion and pedestrian crossing safety are some of the key issues in this area. Parker St

also does not provide good interchange with Manchester Piccadilly, the main station in the city centre.

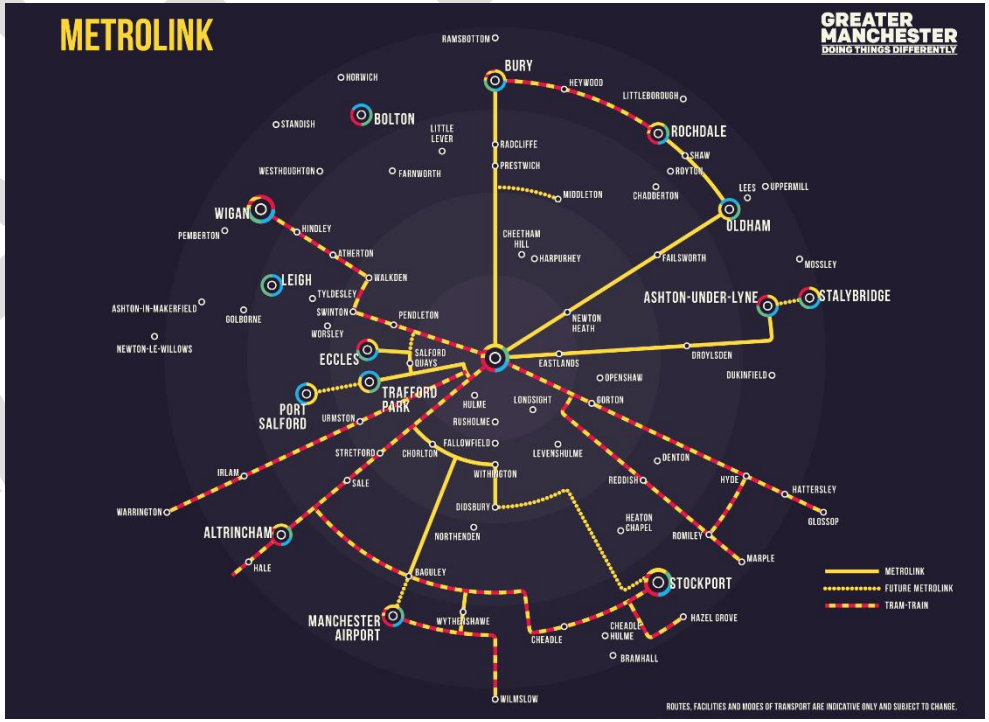
We want to redevelop the wider Piccadilly Gardens and enhance this area with better quality public realm, achieved through a reduction of the bus station footprint at Parker Street, and the closure of the Oldham Street loop. This could be coupled with the introduction of a new bus facility/interchange as part of redeveloping the Manchester Piccadilly Station area for HS2. For further detail on this proposal, refer to the area proposals for Piccadilly Gardens

We will ensure that any changes to bus operations in the city centre do not significantly inconvenience bus users. We will therefore be working with bus operators, users and wider stakeholders to develop more detailed proposals.

Our Metrolink – our longer-term aspirations, as identified through Our Network, focus on significant enhancements to the network including integration with some parts of the rail network to deliver a Metro-type operation. To facilitate Metro services, we are exploring the feasibility of testing tram-train technology in Greater Manchester and potential connections to Salford Crescent.

We will look at the feasibility of further capacity expansions of the network through a Metro tunnel under the city centre. This solution would avoid taking scarce street-level space to expand the network and to facilitate longer vehicles. We will also enhance connectivity between Metrolink and rail at key city centre stations, including Deansgate.

Metro/ tram-train operation is something we are committing to exploring further. We are currently studying the feasibility of testing tram-train technology in Greater Manchester, enabling adapted Metrolink vehicles to run on the same rail lines as trains. Tram-train technology and operations will initially be tested through pilot 'pathfinder' projects in selected locations. If successful, this could pave the way for a further expansion of our rapid transit network making much better use of our existing extensive network of rail lines by the 2020s and 2030s and will support the delivery of increased capacity of rapid transit services into the city centre. Our focus is on key lines serving Manchester Piccadilly, and includes the Atherton line, CLC line, Marple line and Glossop line. Given the need to integrate with long-distance rail services, we will work closely with Network Rail to progress these proposals.

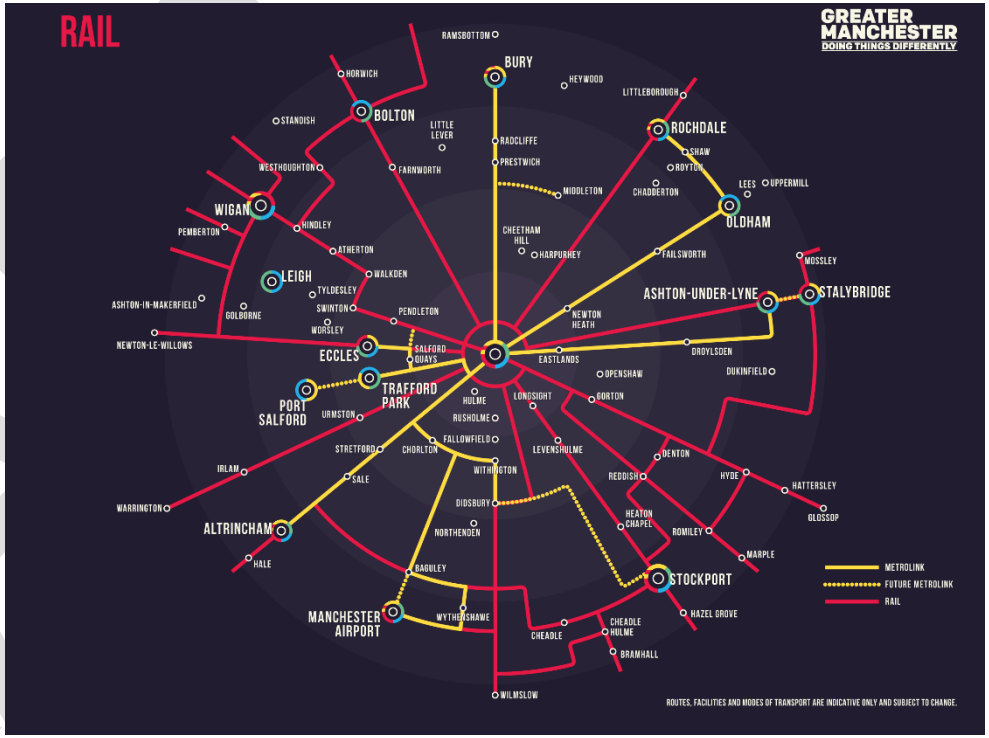


Provision of additional Metrolink capacity to the city centre: City Centre Metro Tunnel

Demand growth on the Metrolink network will in the long term need to be accommodated by a major increase in capacity in the city centre. Given the limited space available on-street, we will further explore the feasibility of delivering a city centre metro tunnel to facilitate improved capacity on constrained sections where demand will far exceed supply. The provision of a tunnel has the additional potential to improve services on shorter-distance suburban rail lines from Greater Manchester into the city centre by conversion 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 – the 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 High Speed Rail. This highlighted, in particular, the need to accommodate high levels of demand, particularly for travel to the city centre, in the period to 2040.



We will aim to transform Manchester Piccadilly Station into a world-class inspiring, well-functioning, passenger-focused station that:

- provides a fully integrated station with connected concourses and legible access across all the modes of transport including high-speed rail, conventional rail, Metrolink, bus, walking and cycling;
- connects the integrated Piccadilly station much more clearly, directly and accessibly to the city centre and surrounding developments;

- ensures the station transforms the experience of arriving into Manchester, becoming an iconic landmark and creating important new public space in the heart of the city centre; and
- is fit to accommodate the significant anticipated growth in passenger numbers that are expected to the station.

Our other city centre rail stations – Manchester Victoria, Deansgate and Salford Central - 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 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 provide retail opportunities, and services for goods collection and onwards distribution.

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.

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 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.

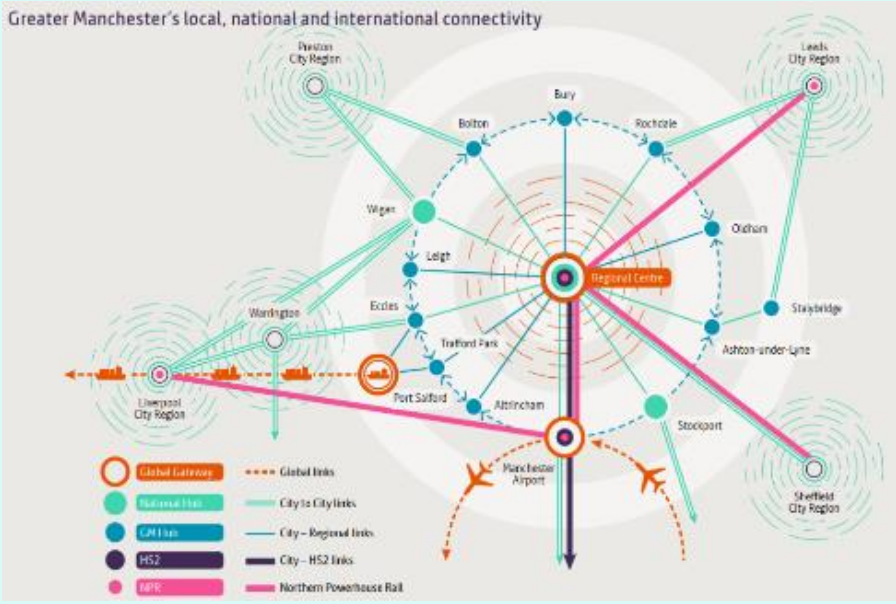
Although HS2 Phase 2b is committed, it is estimated it will be delivered from 2035-2040.

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. We have already started to trial some of this in response to the COVID-19 pandemic.

We want to **expand our pedestrian priority zones across the city**, enhance walking routes, and make it easier to cross our streets. Our vision is to transform some of Manchester's most iconic streets and spaces. A key proposal is to **formalise the current temporary arrangement which has removed traffic along Deansgate**, to make it a more attractive street for people on foot. We are planning for further street improvements on the rest of **Deansgate and Whitworth Street** to make these key streets for walking, cycling and spending time in, through significantly reduced traffic. We are planning for further street improvements on the rest of **Deansgate and Whitworth Street** to make these key streets better for walking, cycling and spending time in, through significantly reduced traffic.

Piccadilly Gardens is an important part of the city centre which we would like to improve as a space for people to visit more often, enjoy and for walking through safely. 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. In Salford, we are committed to redeveloping many of the streets within and around the city centre to encourage more walking and cycling in this area.

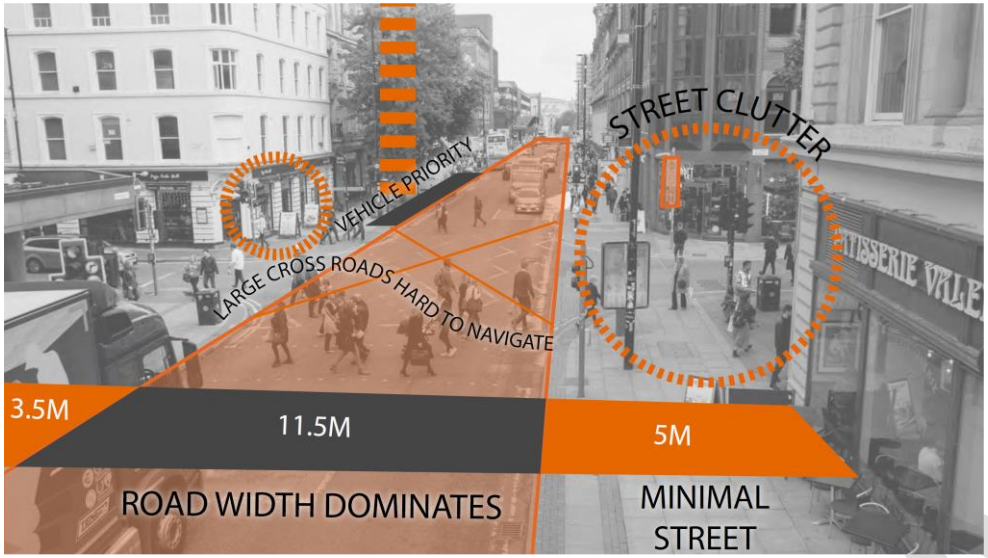
Developing Streets for All in the City Centre

Streets for All provides an overarching framework for everything we do on streets in Greater Manchester. 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, bike or public transport. By understanding the function of different streets, we tackle three key challenges:

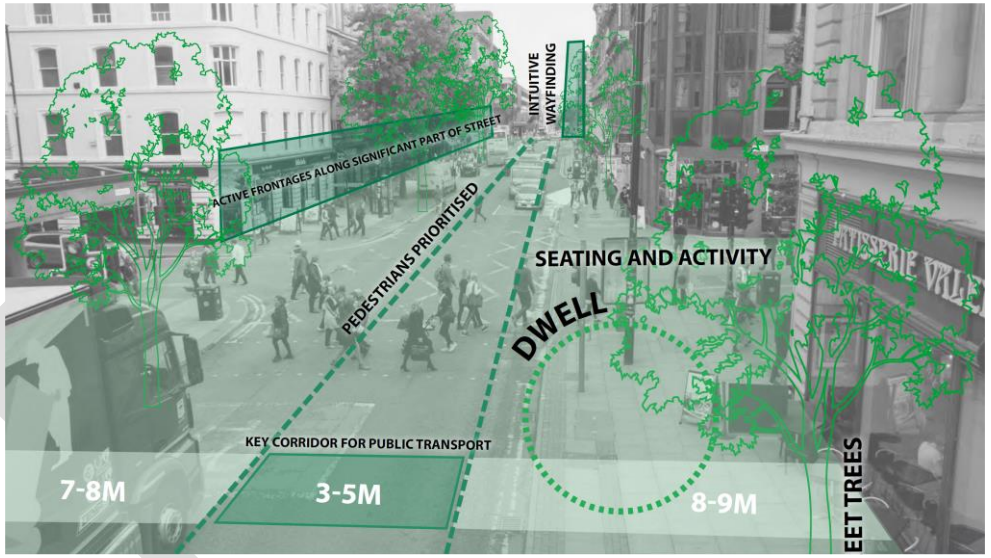
- Managing and reducing traffic on city centre streets;
- Balance the competing demands of different road users (with greatest priority given to walking, cycling and public transport); and
- Enhance the role of streets as places to be themselves improving their local character and individuality.

Deansgate is a priority location for delivering our Streets for All approach, as we want it to be a key destination place within the city centre. This means creating the highest quality public space, whilst recognising the role this street plays in moving people between locations, especially by walking and cycling. Accordingly, we want to create high quality public realm by giving more space to pedestrians and also improving the junctions to make it easier for people to cross the road. At the same time, we want to retain people's ability to move to move along this street, particularly on foot and by bike, 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 today

Artists impression for a potential future Deansgate

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

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 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.

Enhancing major walk 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. 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:

- Routes to/from Piccadilly station and Piccadilly Gardens;
- Routes to/from Victoria station and Shudehill;
- Deansgate;
- Whitworth Street;
- Chapel Street and routes to/from Salford Central;
- Thomas Street and Stevenson Square through the Northern Quarter;
- Streets and spaces within and into the Oxford Road corridor area;
- Routes to/from the central pedestrian area and retail core; and
- Ensuring the connectivity of the city centre to the emerging Bee Network.

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.

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 are facilities that work well and give people enough time to cross our roads;
- Reduce overcrowding at key crossings through widening where possible, 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;
- London Road Fairfield Street junction; and
- Oxford Road / Hulme Street / Charles Street junction.

Removing infrastructure and natural barriers for accessing the city centre

We will develop a programme of 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.

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 where appropriate 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.

For **cycling**, we know that our streets leading to the city centre, and those within it, require improvement for people cycling. Large parts of the city centre are currently both difficult to access and travel across, on a bike due to the city centre road network. This needs to change.

To support more people using bikes 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 quality radial routes for people travelling from across the city-region.

Development of the Bee Network in the city centre

Historically, investment in cycling has been somewhat limited. The Mayor's decision to allocate **£160 million** of the Greater Manchester 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 want to 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 enhancements to the canal corridors into the city centre.

The Bee Network will provide a comprehensive network of cycling and walking routes for getting into and around the city centre, such that those riding bikes do not have to mix with busy motor traffic in an unprotected environment.

The city centre wheel and triangle

To increase the amount of people cycling to destinations within the city centre, we need to improve both the cycle routes into the city centre, and those within the city centre. This network will build on the high quality provision on the Oxford Road / Wilmslow Road corridor, in Manchester and the Broughton cycle route in Salford.

Improvements to routes into the city centre are based on a developing concept of the "city centre bicycle 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 (design only in current MCF funding round)

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.

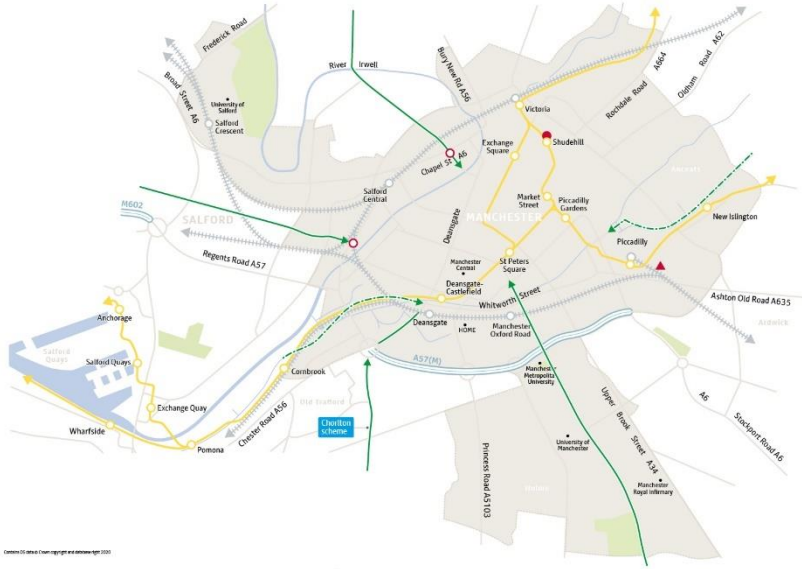
Within the city centre, we want to ensure cyclists can easily access key destinations and are looking to develop a complementary system to the "city centre bicycle wheel" within the inner relief route based on a "city centre cycle triangle".

The city centre cycle 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 Oxford Road Station (along Deansgate), with connections to Salford Central and Deansgate stations; and

3) A connection between Oxford Road station and Piccadilly station (along Whitworth Street)

These core routes will be designed to support cyclists of all abilities, ensure widths that are suitable for cargo-bikes, adapted bikes 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.



Existing Cycling Provision

Planned Cycling Provision

City centre bike hire scheme

Alongside the Bee Network, we are committed to delivering a network of easy access hire bikes. 74% of households in Greater Manchester do not have access to a bicycle, limiting their travel options. Greater Manchester Bike Hire seeks to address this issue and make accessing a bicycle more convenient. The first phase will provide public bikes within 500 metres of 100,000 households. The scheme will be an important element of 'Our Network', with a phased approach to delivery. The roll-out of the region-wide scheme will be phased. 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 which will:

- Review the availability and distribution of both on and off-street public and residential cycle parking provision to ensure adequate provision, taking account of forecast demand increases;
- 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 bicycle stores.

We believe that the use of the car 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.

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** e.g. electric, supporting our commitments to deliver clean air (as part of the Greater Manchester 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. bicycle, 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.

Management of on-street parking facilities

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 bays, 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 opportunities within the proximity of 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 lost through redevelopment**. A large number of the off-street car parks are operated by NCP Manchester Ltd (NML), a joint venture between MCC National Car Park Ltd (NCP) and this parking contract has existed for many years. It is due to expire during 2020 allowing an opportunity to review parking provision and ensure that future provision is suitable to match demands whilst aligning with the ambitions for this strategy.

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 utilisation 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 more people-friendly. In support of this we will:

- Encourage the use of car parks for long stay parking through appropriate pricing strategies;
- 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 users.
- Reduce the number of car parks in the city centre; 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 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 city's 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, whilst recognising that edge-of-centre locations are 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 journeys. The car

club also offers access to a car for businesses and employees so that they can have access to a car for work related journeys without the need to bring 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 those from 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 located within Manchester, the majority of which are cars although there are a small number of vans within the fleet 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 the city 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.

Review of coach parking

We will conduct a city-wide review of coach parking to ensure adequate provision, taking account of forecast demand of future visitor numbers travelling to Manchester by coach and the most appropriate arrival point. We will assess requirements for coach parking considering demand and future potential policies and explore the potential for innovative solutions that allow for dual use of coach parking bays and set down locations.

Removing non-essential through traffic from the city centre and establishing a 20mph zone 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 seek to 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 our 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. This would lead to a reduction in the mix of traffic on our radial routes and allow for appropriate treatments both relating to surface and infrastructure to enhance the related mode on each of the radial routes.

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 of traffic speeds to this speed.

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

In order 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 prohibited road closures, and partial road closures (open to buses/cyclists only) which restrict access opportunities for motor vehicles to travel across or through the city centre. The aim of this is to encourage more vehicles to use the strategic routes (i.e. the Manchester Salford Inner Relief Route) for circulation purposes, 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 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 SMEs operating within the city centre or areas where consolidation scheme would be beneficial.

Improved communication with freight operators

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

- Develop an online platform for 2-way information sharing including the provision of live travel updates, utility works information and for sharing general best practice;
- Work with operators on micro-consolidation options served by modes such as e-cargo bikes
- Explore options for expanded use of secure e-lockers for personal shopping
- Create a forum for businesses and end customers to stimulate engagement on the topic of freight and servicing – 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;
- Drive collaboration between partners to unlock wider delivery windows;
- Roll out an appropriate fleet accreditation scheme for city centre operators;
- Expand driver training to take account of specific city centre access issues;
- Introduce quality standards for servicing and deliveries (including DVSA safety and company accreditation);
- Develop and enforcement strategic construction management plans or HGV movement plans.
- Provide variable messaging signs around our city to provide real-time information about the availability of loading bays;
- Work with freight operators to provide appropriate delivering route plans;
- Work with innovators to improve telematics on vehicles; and
- 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 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 relating to 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 e.g. electric, supporting our commitments to deliver clean air (as part of the Greater Manchester 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 Greater Manchester 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 NO_2 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 NO_2 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 will be subject to public consultation prior to being submitted to Government. 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 low 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 bike loan or hire schemes and associated parking for cargo bikes.

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 bikes, 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 travel hubs

Travel hubs provide park and ride facilities integrated with other modes for continuing journeys to the city centre. One example of a potential scheme is the Ancoats Travel 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 away from car ownership by providing the infrastructure which 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 bikes.

Preparing for the introduction of connected and autonomous vehicles

We will explore future opportunities for introducing connected and autonomous vehicles for getting into the city centre including the following use cases for deployment of CAVs:

- Segregated 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 between stations in an orbital fashion;
- First and last mile freight, utilising CAVs for the first and last mile delivery of freight in the city; and
- On demand CAV fleets – operating in a similar manner to taxi services but using CAVs rather than manned vehicles.

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 including City Verve and See-sense 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 streets and will openly 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):

- Supporting priorities for people walking, efforts to enable more people to walk and cycle, and not shifting people from sustainable travel modes to unsustainable travel modes;
- Contributing to efforts to reduce motor vehicle volumes and trips;
- Helping to make our streets safer and not increasing road speeds, road danger or the need for additional policing or enforcement;
- Minimising obstructions to people walking and not permanently obstructing pavements or adding clutter;
- Improving the efficiency of kerbside use and not increasing parking or loading space requirements;
- Helping spread travel demand for both people and goods more evenly across the day;
- Helping make streets cleaner by reducing transport related emissions; and
- Improving the experience of using the city's streets and open spaces.

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

- Use of e-ink boards at Bus stops (trial on Oxford Road) to provide real-time information to passengers
- Smart junctions trials – using computer vision cameras and AI to optimise traffic flow and reduce journey times and ease congestion
- Development of the smart junctions trial by adding 5G and Local Full Fibre Network connectivity to provide centralised real-time imaging, improving management and efficiency as well as possibly opening up other use cases such as public 5G-powered Wi-Fi, and paving the way for increasingly connected/autonomous vehicles.
- Enhancement of digital connectivity through the Local Full Fibre Network, scoping out additional 5G and fibre use cases such a public wi-fi, asset monitoring
- Trials of e-scooters (subject to central govt guidance/legislation)
- Continuing to 'open up' data – projects such as GMDataHive will make data such as real time traffic flows, average speeds etc. available to developers for apps etc.

MANCHESTER CITY COUNCIL

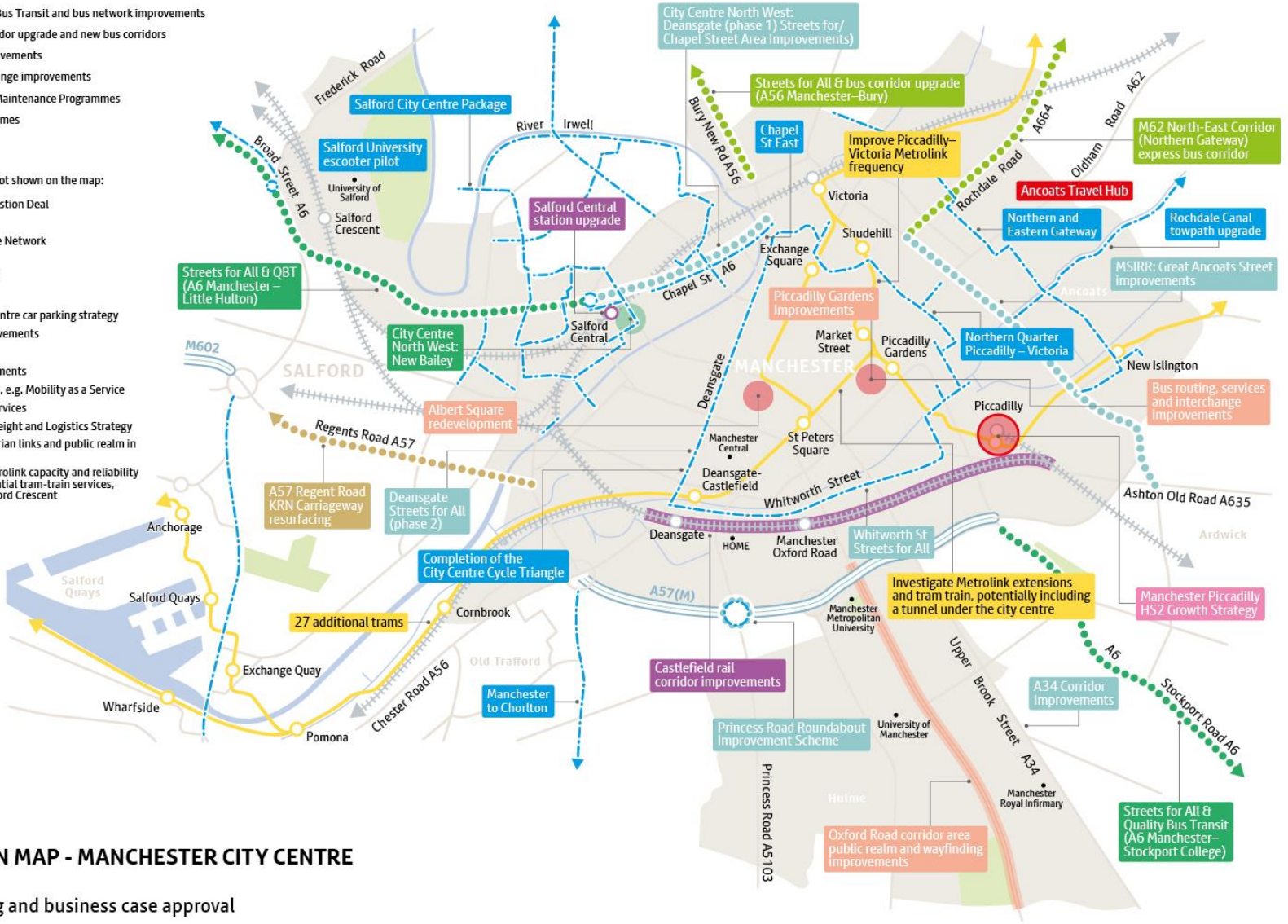
Salford City Council

Transport for Greater Manchester

- 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

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
- 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
- Support for new technologies, e.g. 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 capacity and reliability plus in the longer term, potential tram-train services, potential connections to Salford Crescent and a Metro tunnel

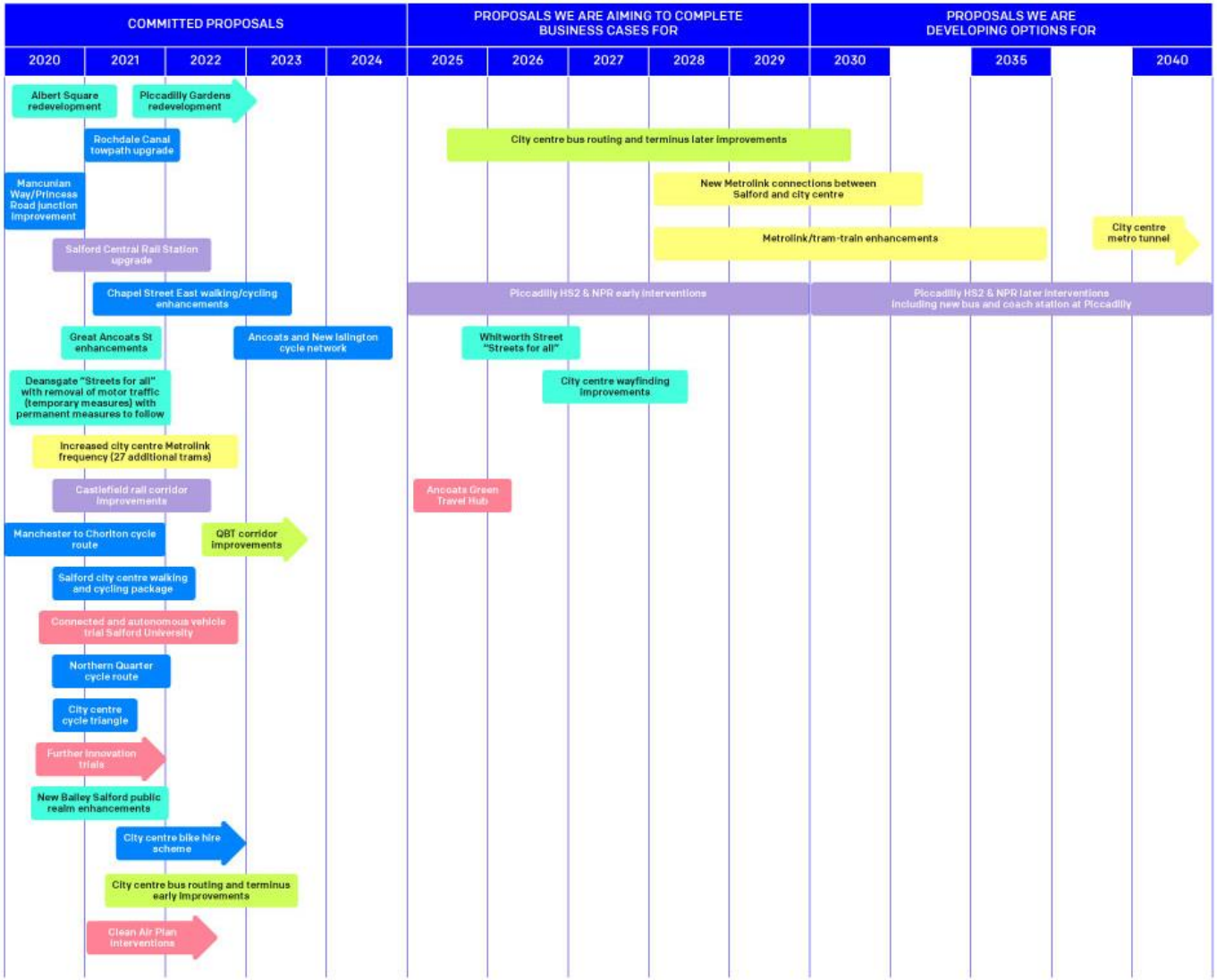


DELIVERY PLAN MAP - MANCHESTER CITY CENTRE

Subject to funding and business case approval

Timeline for interventions

Below is a summary of the indicative timeline for key interventions:



Delivery and funding

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.

A large amount of work will be required to develop, appraise and prioritise the transport interventions in this document. This work will be carried out in conjunction with the wider Greater Manchester transport delivery programme as set out in the Greater Manchester Transport Strategy 2040 – Our Five-Year Delivery Plan.

Measuring performance

Performance indicators

We will ensure we track the progress of our strategy against each of the ambitions set out. We will do this by analysing relevant data, information and surveys and recording progress towards demonstrating if we are achieving our ambitions or not. The following table sets out how precisely we will measure the success of our strategy. We are aiming for a year-on-year improvement in each performance indicators that will be developed for the final City Centre Transport Strategy.

Performance indicators also feature in the Greater Manchester Strategy and the Greater Manchester Transport Strategy 2040. 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.

Next steps

This Draft City Centre Transport Strategy will be subject to public consultation between 23rd September and 4th November 2020, during which time we welcome your thoughts and opinions on the vision, ambitions and proposals.

You can find out more information and provide your views by going to:

www.manchester.gov.uk/consultations

Following completion of the consultation exercise, we will review your feedback and aim to adopt and publish a final strategy in early 2021.