

Etihad Campus

Strategic Vision

Movement and Transport

FOR REFERENCE ONLY





Introduction

This document sets out the long term vision for how movement to, from and around the Campus will evolve over the next 20 years.

The Strategic Vision recognises that, as an international visitor destination, the Campus has a major role to play in the future development and ongoing regeneration of Eastlands and the wider East Manchester.

A movement and transport strategy will subsequently be developed that recognises the changing nature of the Campus facilities, transport options, visitor and local community expectations. A series of integrated intervention measures will be implemented starting now and progressing over time to achieve the objectives set out in this Strategic Vision.

The strategy will be evolutionary, building on existing policies, strategies and plans and articulating the Campus' priorities in order to focus on the things that will make a positive impact and return for staff, visitors, the local community and the environment.

It is recognised that there will be an increasing importance placed on the co-ordinated planning, management and operation of events and activities at the Campus as it is developed. The Campus must effectively operate as a collective destination rather than as a number of individual components or uses. This will require close co-ordination and co-operation between a range of stakeholders including the football club, other existing Campus venues, Manchester City Council, Transport for Greater Manchester and operators of new developments as they come forward. A Campus Operational Plan will be developed that will build upon the strong working relationships and arrangements that already exist between these parties.

Context

Since 2002, the transformation of the Campus and surrounding areas has been accompanied by investment in transport infrastructure, such as Metrolink, which is an essential component of the success of the area.

However, the movement of large numbers of people to, from and through the area can create challenges for the local community and the organisations based at the Campus.

The future development of the Campus needs a clear strategy for movement of large volumes of people and goods to, from and through the area, in a manner that does not adversely affect the local community and supports the visitor experience of getting to and from the Campus, and that reflects the world class facilities that are provided within it.

It is recognised that in the future there will be a range of different uses operating within the Campus. Whilst major events would be co-ordinated as part of an overarching events operating plan, there will be occasions when multiple events could take place simultaneously with the potential for start and finish times that overlap in terms of visitor arrivals and departures. On weekday evenings, these events could also coincide with higher levels of commuting movements through the area.

It is recognised that on days when there are matches and other well attended events at the Campus, short-term demands are placed on the surrounding transport infrastructure. This can result in congestion on the network and longer than usual waiting times.

In considering future development at the Campus, a move away from business/behaviour as usual to a more progressive and sustainable approach to movement and transport will be required. This Strategic Vision sets out a series of principles for delivering sustainable movement and travel choices for those who live, work and visit the area.





Our Vision for the Campus

Our overall vision for the Campus, as set out in the Eastlands Regeneration Framework is to develop a place that can successfully host a globally competitive sport, leisure and recreation economic offer.

As such the Campus aims to be:

- The home of a new destination leisure and recreation complex where residents and visitors will come to spend their time on leisure and recreation related activities
- The home of global and national sports organisations which can thrive and develop global best practice. In doing so the Campus can become the home to new sports related businesses in a new “Sports-Tech” cluster for the city-region
- The home of a Manchester exemplar stimulating a change in behaviours towards the zero carbon agenda, creating employment opportunities for local people and driving innovation and economic growth across the City.

The Campus has the capacity to respond to and host significant new opportunities for a globally competitive leisure and recreation offer. If secured this would deliver key benefits to residents through investment and jobs.

In promoting any such opportunity, it is recognised that there must be a robust and comprehensive movement and transport strategy, together with supporting mitigation measures encompassing a range of infrastructure interventions and behavioural changes.

Wider Context

The Strategic Vision has been developed to align with other Campus and wider relevant strategies, policies and ambitions.

The Strategy will cover the timescale up to 2040 which aligns well with other key Greater Manchester strategies. It will be reviewed and updated periodically in response to relevant new challenges, opportunities or policy/legislative changes.

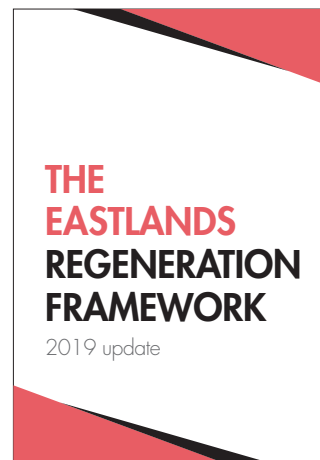
Key strategies that are relevant to this document include:



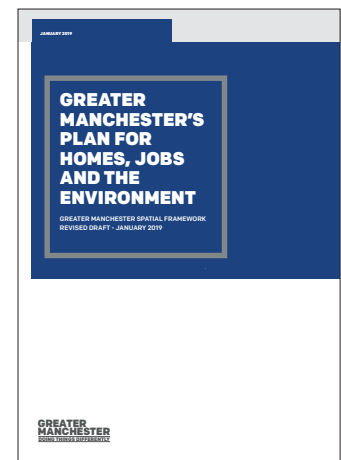
Greater Manchester Infrastructure Framework 2040



Greater Manchester Transport Strategy 2040 (and Delivery Plan (2020-2025))



Eastlands Regeneration Framework (2019 update)



GM Carbon Neutral Ambition

Key Trends to 2040

The Greater Manchester Infrastructure Framework identifies a number of key trends that will influence transport infrastructure requirements between now and 2040. The Strategic Vision must reflect and respond to these trends.



Population and employment growth

Employment and housing growth across Greater Manchester will mean more trips on the transport network. The Campus forms part of the 'Core Growth Area' in the Greater Manchester Spatial Framework (GMSF). This growth will place increasing pressure on existing transport networks serving the Campus.



Aging population

Greater Manchester's population is aging, with the number of people aged over 70 predicted to increase significantly by 2040. This will result in an increased need for accessible transport infrastructure to the Campus, with additional travel demands due to more people working and accessing leisure facilities later in life.



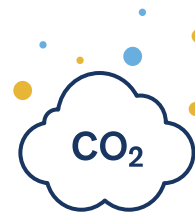
Urban densification and regeneration

The density of urban centres, including the wider City Centre, will increase along with a projected growth of residents in the City Centre and its adjacent areas such as Eastlands. This may contribute to reduced trip lengths and reduced car dependence due to greater accessibility of public transport services within urban areas and promote more use of walking and cycling.



More conscious consumers

Research suggests that beyond 2020, a new 'conscious consumer' will begin to dominate demographics (OECD, 2012), who have a focus on healthier, more sustainable and social lifestyles. This will create more demand for social leisure uses, such as those located at the Campus and for sustainable and active travel modes across Greater Manchester.



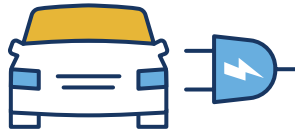
Air quality

TfGM has developed a Greater Manchester Low Emission Strategy and Greater Manchester Air Quality Action Plan, concentrating on ways to tackle emissions from road transport to improve air quality and help in reducing carbon dioxide emissions. Greater Manchester is now developing a Clean Air Plan, including a package of measures to clean up the air we breathe as quickly and effectively as possible, while also protecting local people, businesses and the economy.



Smart environments

New technologies will facilitate the creation of smart environments. GM's urban and other significant economic centres are likely to have smart grids. Mobility as a Service (MaaS)– i.e. a single integrated system of payment/ access for all modes of transport is expected to be extensively used within GM by 2040. MaaS with connected smart devices could allow services to evolve as they are accessed – enhancing delivery and creating a smart network for the Campus.



Low and ultra-low emission vehicles

Low and ultra-low emission vehicles are likely to represent an increasing proportion of vehicles on the network. Provision of charging, re-fuelling and parking infrastructure will be required at the Campus to facilitate this transition.



New technologies, artificial intelligence and automation

Improvements in artificial intelligence and automation technologies will transform transport and movement. The increasing importance of the sharing economy will result in a shift away from individual vehicle ownership. Autonomous vehicles are expected to be present within Greater Manchester by 2021.



Digitalisation

We are living in an increasingly digital world. Over the last 10 years, technologies that were visionary are rapidly becoming part of everyday life. In turn, people's expectations are rising constantly. These technologies are changing the way we live and places we live in. Digital technologies are being used to make transport systems within cities more smooth running, more efficient, and more democratic.



Efficiency

Improving efficiencies, increased awareness and changing behaviours of consumers is reducing per capita demands. The use of smarter technologies within the transport infrastructure sector will look to improve efficiencies further.

The four key elements of TfGM's Vision, which represent the goals of their strategy, are as follows.



The elements of TfGM's Vision reflect some of the critical challenges for Greater Manchester. These challenges also apply at a more local level to the Campus.



The Transport Strategy recognises the growing regional centre of Manchester, including the Campus as a major driver for economic growth and identifies leisure, retail and tourism as being critical to the future economic success of Greater Manchester.

Improved connectivity between the City Centre and the Campus is identified as a focus area within the Strategy.

The relative proximity of the Campus to the City Centre is identified as a particular opportunity to promote higher levels of walking and cycling, through investment in pedestrian and cycle networks supported by comprehensive and consistent on-street and digital wayfinding infrastructure. Potential improvements to rapid transit to the Campus are also identified.

Strategic Objectives

Informed by the nature of development proposed at the Campus and the key future drivers for Greater Manchester, a series of movement and transport objectives for the Campus have been developed within five key themes.

The key themes are as follows:



The Campus and the community

The Campus is a key part of the Eastlands community. Well thought out interventions should offer opportunities to enhance the day-to-day life of the local community.

Benefits to the local community

Movement and transport interventions that are implemented to serve the Campus should, wherever possible, provide wider benefits to the local community. Benefits arising from transport improvements should be experienced by the local community and not just visitors to the Campus during events.

Improved access to opportunities

The Campus is part of the Core Growth area identified in the GMSF. Movement and transport improvements should seek to improve access to the Campus for the local community so that they can benefit from existing and future employment and leisure opportunities.

Managing effects on the community during events

It is recognised that when there are matches and other events at the Campus, short-term demands are placed on the surrounding transport networks. The extent to which local transport infrastructure can accommodate these demands has a bearing upon the day-to-day life of the local community. In considering the transport requirements of future development at the Campus, potential transport impacts on the community should be identified and mitigated as far as is practical.

Align with wider strategic policies and plans

Interventions developed for the Campus should be aligned with relevant local, regional and national policies and plans. This should help to ensure that the campus is contributing towards the wider social, environmental and regeneration objectives set out in these key documents for the benefit of the local community.

Be inclusive and provide access for all

The local community has a diverse range of movement and transport requirements that will vary according to individual circumstances including age, mobility and social need. Interventions should consider the needs of the local community and visitors to ensure that access is provided for all, to ensure that the campus is an inclusive and accessible location for the community to access.



The visitor experience

Travel to, from and within the Campus is a key part of the overall visitor experience. A positive travel experience can significantly contribute towards a visitor's overall enjoyment of their visit and influence their decision on whether or not to return.

High quality travel as part of the overall visitor experience

The quality of the visitor experience of getting to, from and around the Campus should reflect the world class facilities that are provided within it. Getting to and from the Campus should be relatively straight-forward, comfortable and pleasant. Transport improvements that contribute towards this aim should be supported recognising the impacts of changes to visitor demographics as the Campus develops.

Consider travel from the outset as part of the visitor 'package'

Many visitors will start to plan their travel as soon as (if not before) they decide to attend an event. It is at this early stage that there is the greatest potential to influence visitor travel to ensure that their journey to and from the Campus is well planned as part of their overall event package. As the Campus develops, a wider range of visitor types, with different user profiles will be attracted. This will include first-time and single-visit users.

Travel from outside of Greater Manchester

Data shows that a significant proportion of visitors to events at the Campus are from outside Greater Manchester with some coming from outside the UK. Travel choices available to these visitors will differ from those who are locally based and they may be less familiar with the local area. This will result in different travel needs and a requirement for additional information to support their journeys to and from the campus.

Encourage visitor stays beyond the time confines of an event

Many of the travel issues associated with the Campus are related to large numbers of people wanting to travel to or from the Campus in a very short period of time, particularly following an event. Encouraging visitors to arrive over a greater period before an event and depart over a longer period following an event would help to minimise peaks and spread demand on the transport network over longer periods.

Managing the transport network

Management of the transport networks serving the Campus will be key to ensuring that impacts arising from movements to and from the area are minimised. This should be considered both at a local level and on a city/city region wide scale.

Seek to improve the reliability of journey times to the Campus

Reliability of journey times can have a significant impact on travel movements. By working to improve the reliability of journey times to the Campus, visitors can make more informed choices on travel, with greater confidence that they will not miss the start of an event or onward travel connections. This may allow them to avoid the busiest network periods. The local community would also benefit from reduced disruption and an improved ability to plan their travel.

A well-maintained and resilient transport network

Unexpected disruptions to the transport network have the potential to exacerbate transport issues and result in knock-on effects across the network that can take considerable time to dissipate. By promoting a range of transport options to the Campus, minimising reliance on a single mode, resilience to disruption can be built into the transport system. This will require commitment and investment from transport operators.

Influencing demand to minimise peaks and spread demand

The majority of transport impacts of large events at locations such as the Campus arise as a result of large volumes of people attempting to travel to or from the same location at the same time. Transport improvements that are able to help spread the demand for movement to and from the Campus over a longer time period would help to reduce the peaks of movements, reducing the pressure on the network at key times, particularly where they coincide with peak periods associated with other locations, such as the city centre.

Encourage safe means of access by all modes of transport

There are a range of different travel modes used to access the Campus, with large volumes of pedestrians potentially mixing with vehicular traffic in a number of locations, creating potential conflicts. Transport improvements that are delivered should seek to ensure the safety of pedestrians and other vulnerable users as well as contributing to overall transport safety in and around the Campus.



A sustainable Campus

In support of local, regional and national sustainability objectives, the movement of people and goods to and from the Campus should be achieved in a way that considers the sustainability of the transport movements and seeks to minimise the potential environmental effects of these movements.

Prioritise the utilisation of existing transport infrastructure

Existing transport networks should be considered as the first choice when considering alternative methods of meeting increased demands. Seeking to maximise the efficiency of the existing networks will reduce the requirement to provide new infrastructure which would require additional use of resources.

Minimise congestion on the surrounding networks

Whilst it is recognised that large events at the Campus generate large movements of people, transport improvements should seek to avoid worsening congestion on the surrounding transport networks. This would help to contribute towards reduced delays for the local community and visitors and reduced impacts in terms of air quality and noise from traffic.

Promote and encourage walking, cycling and public transport use as a primary means of access

Whilst many visitors arrive by car, promoting sustainable transport modes to access the Campus will help to minimise worsening of congestion in and around the area and provide an alternative means of access for both visitors and the local community. This is supported by GM-wide strategies such as the Greater Manchester Transport Strategy 2040 and Made to Move proposals to increase walking and cycling.

Support the increased use of low (and ultra-low) emission vehicles

The Campus will need to be prepared to support the increasing numbers of low emission vehicles that are anticipated to be on the road network within Greater Manchester. Infrastructure for charging these vehicles will be required at the Campus. The implications of the Greater Manchester Clean Air Plan will need to be reflected in the future provision at the Campus as and when these are defined.



Embracing technological change

New technologies will present opportunities to change and enhance the movement and transport of people and goods to and from the Campus. The transport sector is currently undergoing considerable change in this regard with the increasing emergence of electric vehicles, connected autonomous vehicles and sharing models based around app development.

Adapt to new technologies as they emerge

10 to 20 years from now, technology development in the transport sector will mean that significant levels of change are likely to have occurred. Transport improvements for the Campus should be futureproofed to account for emergence of new technologies and avoid obsolescence as far as is practical. They should also be flexible and adaptable given that it is not possible to accurately predict future developments in technology.

Support the implementation of easy-to-use integrated payment systems to improve customer experience and encourage use of public transport

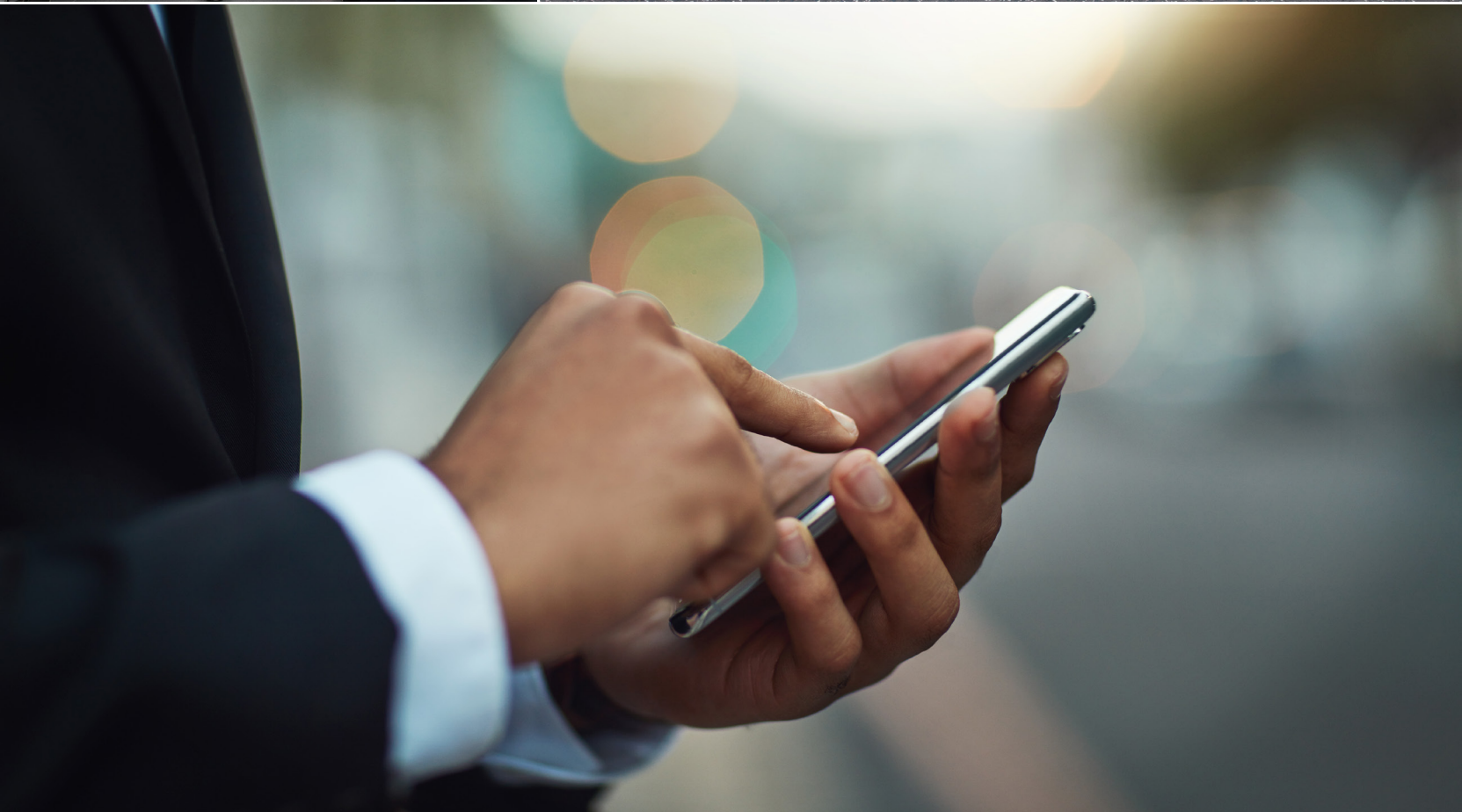
Digital technologies could be exploited to integrate payment for transport (including parking, public transport and shared mobility services) as part of a move towards 'mobility as a service'. This will provide visitors to the Campus with a wide and flexible choice of transport options that can be used in combination with smart systems to influence travel patterns.

Improve the customer experience through provision of accurate real time information

Technology could be used to provide reliable, up-to-date and accurate travel information for the Campus so that visitors can plan their journey using the best available information. This can help to enhance the visitor experience and manage travel to make most efficient use of the network.

Influence travel patterns and demands through digital communications and smart infrastructure

Using these technologies, two-way data transfer would enable visitors to the Campus to anticipate and avoid existing travel issues whilst also providing feedback on network operations to benefit other users.



Strategic vision summary

The Campus and the community

- Seek to provide benefits to the local community
- Improve community access to opportunities at the Campus
- Manage adverse impacts on the community during events
- Align with wider local regeneration plans and policies
- Provide access for all, promoting inclusivity

The visitor experience

- Provide high quality travel as part of the overall visitor experience
- Consider travel from the outset as part of the visitor 'package'
- Consider the needs of increasing numbers of visitors from outside Greater Manchester
- Encourage visitor stays beyond the time confines of an event
- Planning and managing events across the campus and city centre

Managing the transport network

- Seek to improve the reliability of journey times to the Campus
- Support the provision of a well-maintained and reliable transport network
- Influence demand to reduce peaks and spread demand
- Encourage safe means of access by all modes of transport

Embracing technological change

- Adapt to new technologies as they emerge
- Influence travel patterns and demands through digital communications and smart infrastructure
- Support the introduction of easy-to-use payment systems to improve visitor experience
- Influence travel patterns through the provision of accurate real time information

A sustainable Campus

- Prioritise the utilisation of existing transport infrastructure
- Minimise congestion on the surrounding road network
- Promote and encourage walking, cycling and public transport use as a primary means of access
- Support the increased use of low (and ultra-low) emission vehicles

Our commitment

We commit to our supporters, visitors, the local community and the environment that movement and transport relating to the future development of the Campus over the next 20 years will be underpinned by the objectives set out in this Strategic Vision.

Implementing the Strategic Vision

The Strategic Vision will be delivered over a number of years. The delivery of the strategy will be supported by a number of other plans and documents, which will be developed in consultation with key stakeholders.

Implementation plans

A series of implementation plans will outline the short, medium and long-term movement and transport initiatives and interventions that will be delivered to underpin and support the delivery of the objectives set out in this Strategic Vision. These plans will support the operation and planning of movement and transport across the Campus and provide a programme/framework of phased infrastructure interventions (both capital and operational) to guide long-term investment in the Campus.

The implementation plans will include behavioural change elements to support any physical interventions and help the Campus to achieve its aims and objectives. Interventions will recognise and be adaptable to technological and digital change, provide appropriate resilience in terms of transport network disruption and provide appropriate visitor safety.

The implementation plans will assess the likely travel behaviour and patterns to and from the Campus. They will promote accessibility by all modes of travel, in particular public transport, cycling and walking, and develop appropriate measures to influence travel behaviour including setting out measures to reduce the need to travel by car and unnecessary physical improvements.

The implementation plans should promote innovative and sustainable transport solutions maximising the benefits that will be derived from new and emerging technologies and behavioural change.

Transport assessments

Transport assessments will be prepared alongside future developments to demonstrate that the interventions associated with each development would satisfactorily mitigate any potential transport impacts during the operation of that proposed development. The transport assessments will be developed in consultation with key stakeholders to sufficient detail to support any associated planning applications.

Event operation plans

Detailed operational plans will help manage movement and transport flows on event days. These plans will be tailored to suit the specific events and activities taking place at the Campus.

