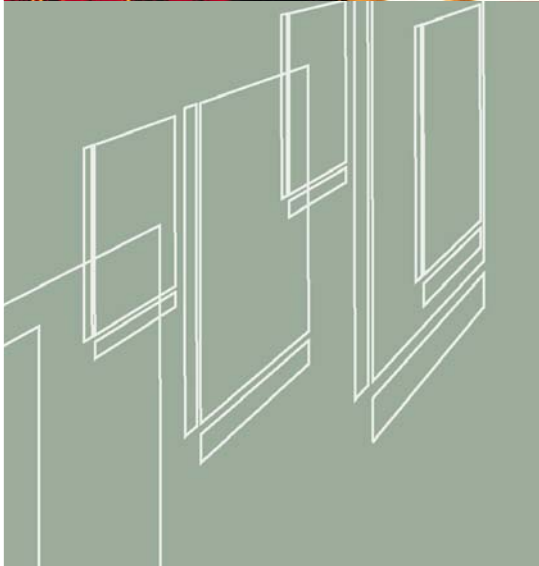




SUSTAINABLE > TRANSPORT > SOLUTIONS



Salford Quays and Trafford Park Accessibility Study: Final Report

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July 2006

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- MVA was commissioned by Greater Manchester Passenger Transport Authority / Executive, Salford City Council, Trafford Metropolitan Borough Council and Greater Manchester Chamber of Commerce in January 2006 to conduct an accessibility study for Trafford Park and Salford Quays
- The study aimed to identify barriers (both real and perceived) to accessing employment opportunities in the Trafford Park and Salford Quays area
- An Interim Report was produced and presented at a meeting of the client group in April / May 2006
- This Final Report complements the Interim Report, which contains more detailed analysis of the work undertaken as part of the project, and contains the recommendations, costs, benefits and a timescale for implementation of the proposed measures

Existing Conditions: Land Use (1)



> Trafford Centre

- Opened in 1998
- 118,766sq.metres of retail and 29,954sq. metres of catering and leisure space
- Over 7,000 people are employed at the Centre
- Large and dispersed visitor catchment area



> Salford Quays

- Mixed use area containing large quantities of office, residential, retail and leisure space
- Significant adjacent development opportunities, particularly at the Dock 9 site



> Trafford Park

- ▶ The world's first industrial estate, occupying some 1,183 acres
- ▶ Has undergone substantial change in recent decades
- ▶ A large number of companies, varying significantly in size and scale of operation
- ▶ Total employee numbers of over 50,000

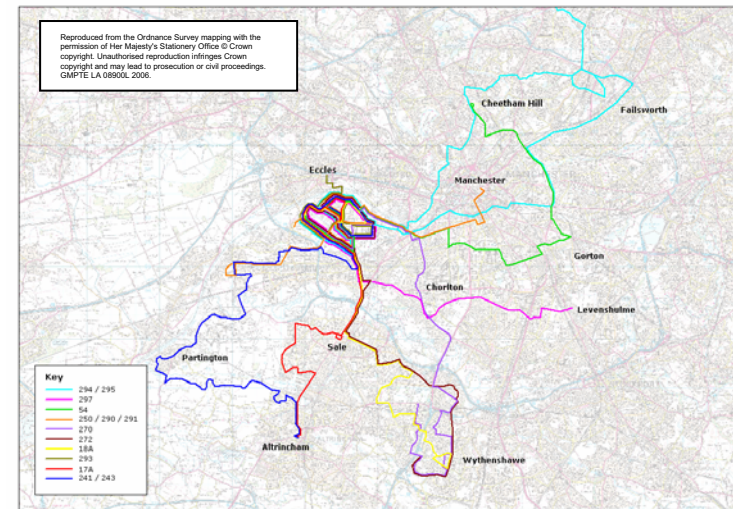


Existing Conditions: Public Transport Network (1)



> Trafford Centre

- ▶ Well served by commercially-operated bus services, running to the Centre's dedicated Bus Station
- ▶ AM peak services scarcer than interpeak and PM peak due to the demands of Centre workers and visitors
- ▶ ML1 Shuttle offers an interchange with Metrolink services
- ▶ Areas to the west comparatively less well served, especially outside of conventional hours

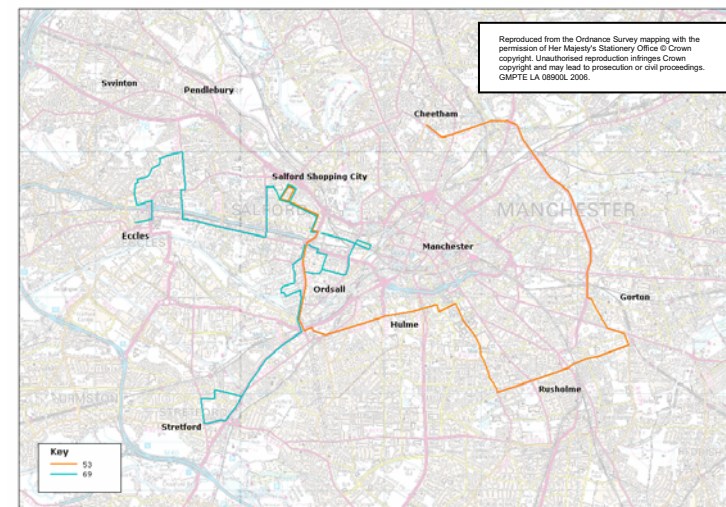


Existing Conditions: Public Transport Network (2)



> Salford Quays

- ▶ Low levels of service from scheduled bus operations
- ▶ Highway network constrains access opportunities for existing services
- ▶ Metrolink significantly enhances accessibility; however, journey times are extended due to the constraints of the alignment and infrastructure
- ▶ The nature of the employment (and possible future developments) make heavy rail connections more important, as the area predominantly caters for office-based employment

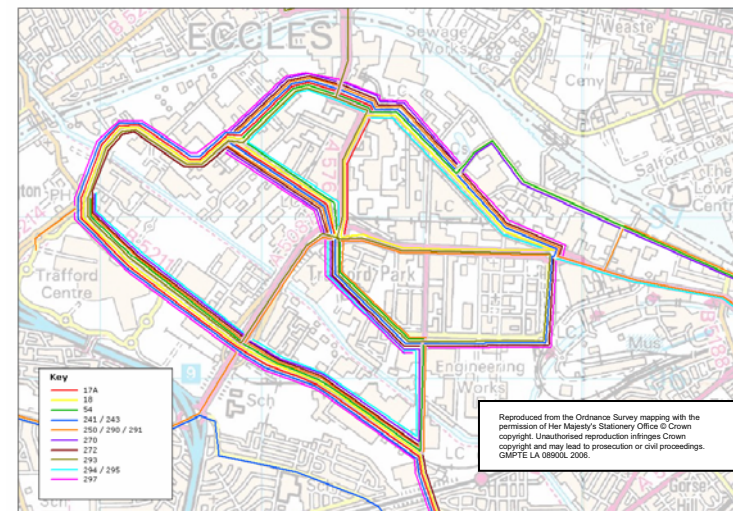


Existing Conditions: Public Transport Network (3)

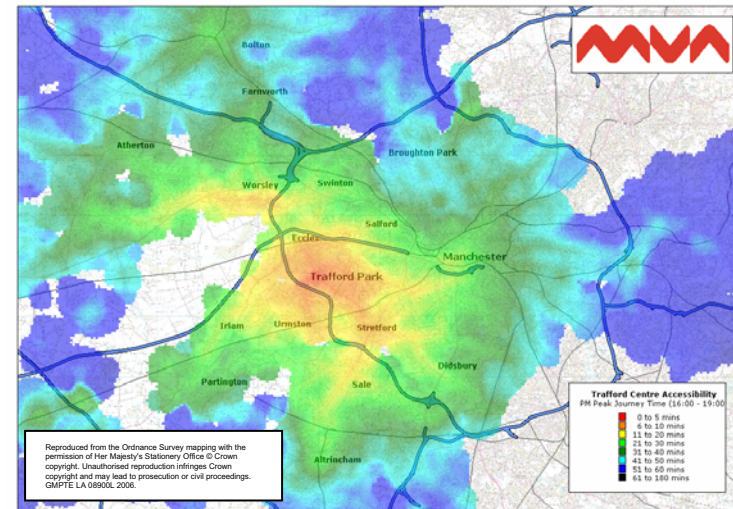
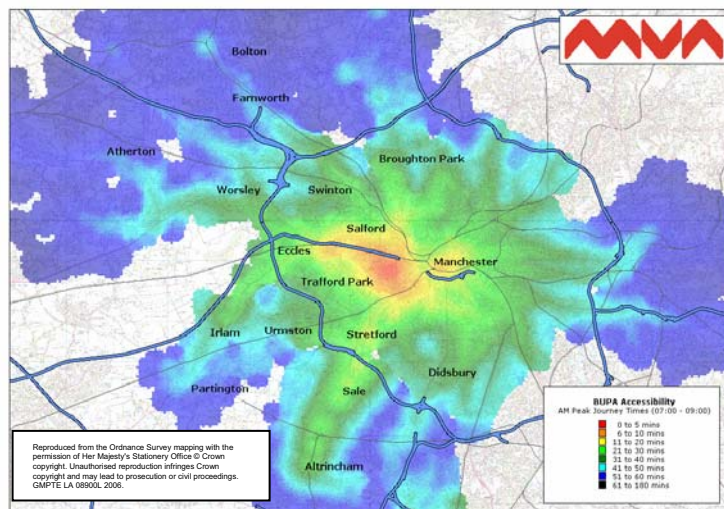
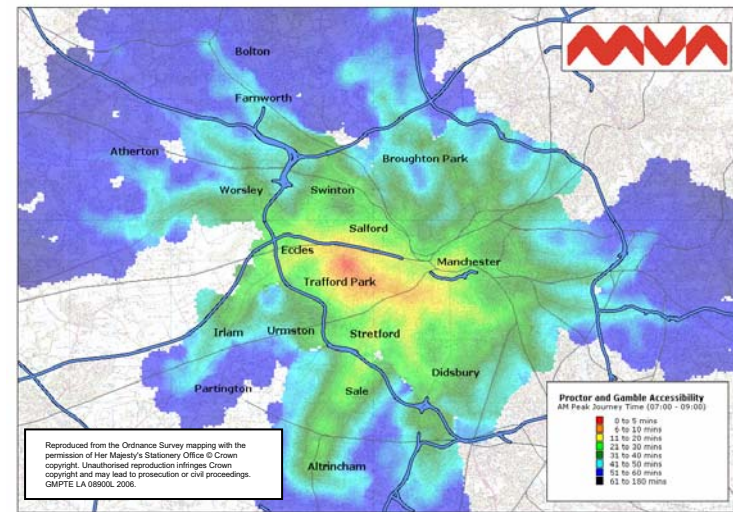
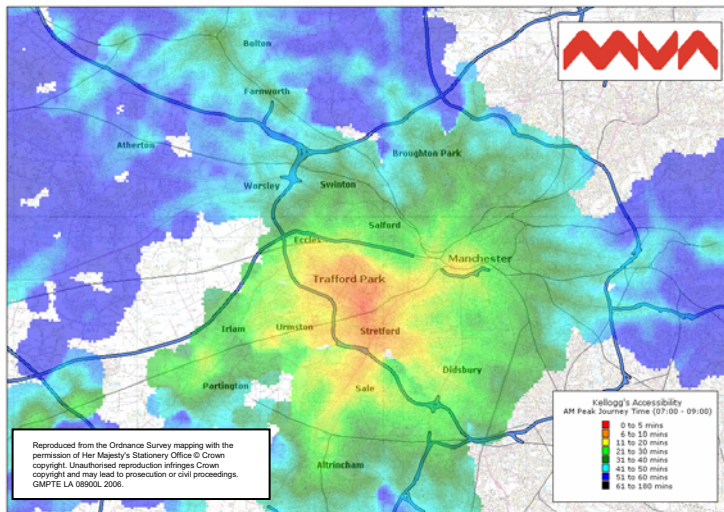


> Trafford Park

- ▶ A variety of bus services, most of which are financially supported
- ▶ A number confined to peak periods, some with no complementary outbound journeys for users
- ▶ Extended journey times due to circuitous routings
- ▶ Existing Metrolink Network and heavy rail services do not provide convenient travel opportunities
- ▶ Significant variations in accessibility according to time period and destination



Existing Conditions: Public Transport Network (4)



Existing Conditions: Consultation with Bus Users (1)



- Low commuter patronage on Salford Quays and Trafford Park bus routes
- A number of users on Trafford Park and Salford Quays routes make return journeys by alternative services / means
- The majority of commuters on surveyed services work standard hours (Start: 07:00 to 08:00; Finish: 16:00 to 17:00)
- Low car availability amongst respondents
- Users do not receive information from their employer with regard to public transport services
- 85% of respondents find it very / fairly easy to get to work
- Frequency of service is perceived as the poorest feature

Existing Conditions: Consultation with Bus Users (2)



- Other accessibility issues include:
 - The requirement to use multiple bus services
 - Low frequency of service in the early morning
 - Poor reliability
 - A lack of integration between bus services and Metrolink

- There is a perceived need for:
 - More frequent and extended bus services,
 - Improvements in punctuality and reliability
 - Easing of overcrowding on the 250 service
 - Lower prices and integrated ticketing

Existing Conditions: Consultation with Employers (1)



- Half of companies employ less than twenty staff
- 84% of staff work conventional fixed hours, 7% flexible hours and 9% work shifts
- Of those companies working shifts, $\frac{3}{4}$ have more than 50 employees, with the majority operating for the full 24 hours.
- Most large companies would be unwilling to change shift times in order to better coordinate with public transport services
- 24% of companies have current vacancies, typically at managerial / professional / technical levels
- 24% have trouble filling vacancies, as and when they arise. Principal issues affecting their ability to fill vacancies include:
 - Lack of a sufficiently skilled labour pool within their catchment area
 - Transport and accessibility issues
- 88% of staff commute by car, and there are minimal travel initiatives in place to encourage alternative modes

Existing Conditions: Consultation with Employers (2)



- Perceptions of public transport in the study area includes:
 - A lack of adequate, suitable services
 - Travel costs being too high
 - A lack of links and coverage
 - Personal safety issues

- Employer-identified potential solutions include:
 - Expansion of the Metrolink Network
 - Increase in the frequency of services
 - Improved reliability
 - Increased publicity and awareness
 - Shuttle bus services
 - Joint working between companies to finance solutions and initiatives
 - More bus stops in the Trafford Park sub-area
 - Reduced fares / saver tickets

Existing Conditions: Consultation with Jobseekers (1)



- Many respondents had experience of working in the study area
- Transport and access issues were identified as **one** of the reasons why they had not remained or **not sought work** in the study area
- General barriers to employment include:
 - Working hours
 - The type of work offered (i.e. agency work/temporary work)
 - Poor wages
 - A lack of qualifications and experience
 - Competition from other jobseekers
 - Poor accessibility
- Barriers to employment in the study area include:
 - Lack of public transport provision
 - Low awareness of the jobs on offer
 - Little or no relevant experience
 - Poor wages/lack of job security for agency-related work

Existing Conditions: Consultation with Jobseekers (2)



- Particular transport-related issues include:
 - A lack of provision outside of peak hours
 - Long walks from the public transport stops to destinations
 - Out-of-pocket costs of transport
 - Difficulties using multiple modes on individual journeys

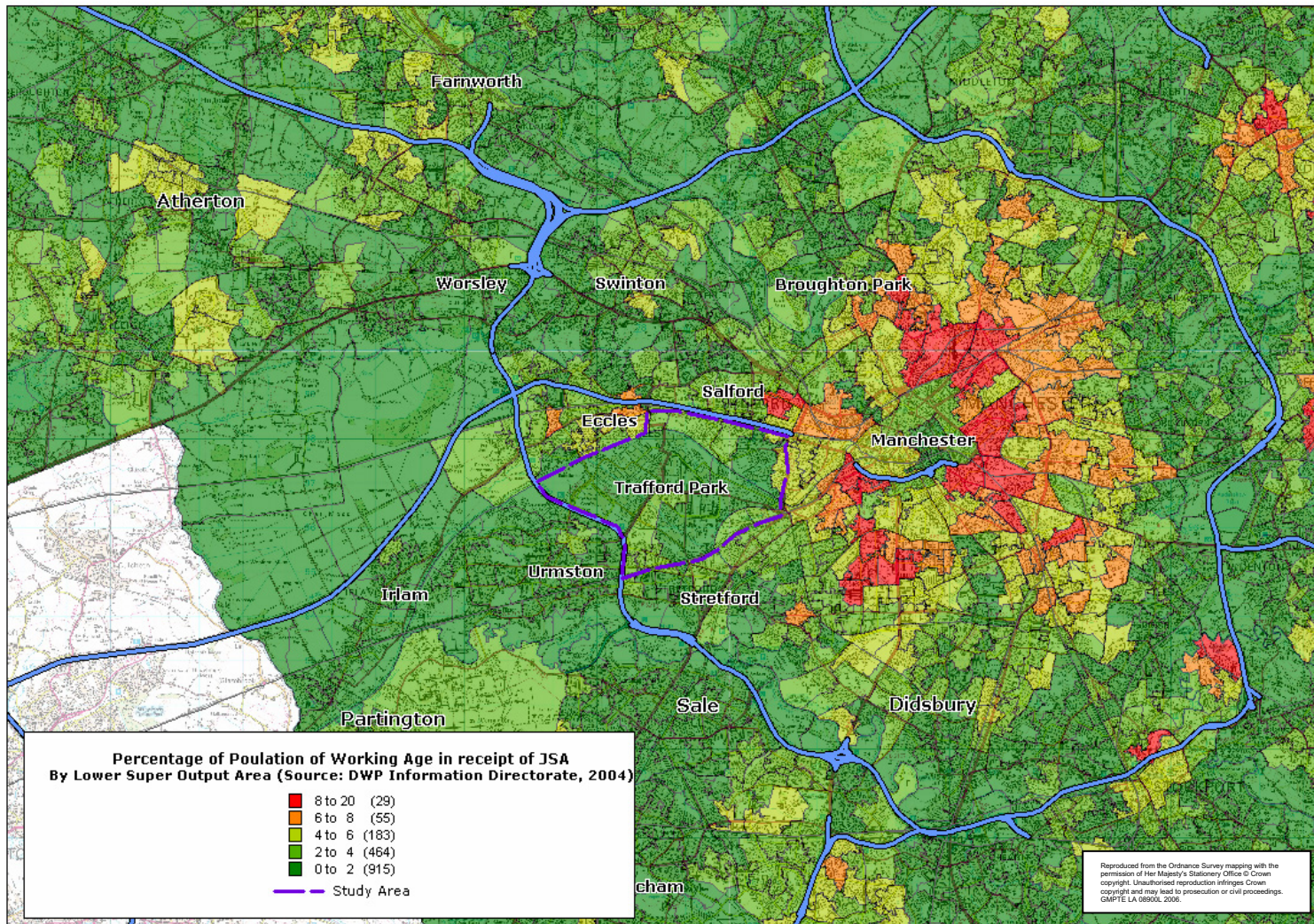
- Potential solutions identified by respondents included:
 - Accessible information, helping to extend travel horizons
 - Increased awareness of transport initiatives
 - Improvements and additions to bus services
 - An increased role for employers
 - Improved safety and security
 - Metrolink extensions, including to the Trafford Centre

Jobseeker's Allowance Claimants (1)

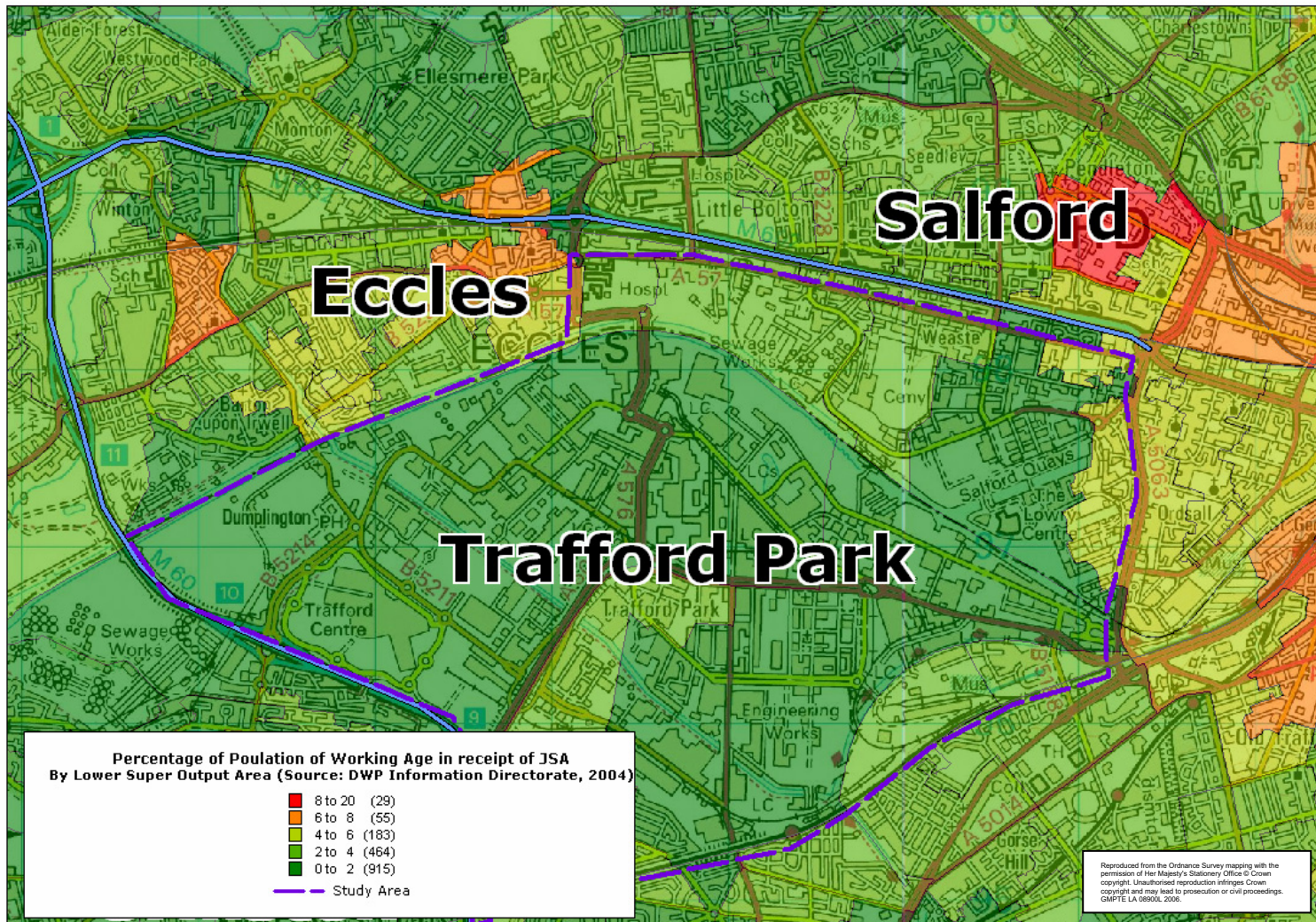


- Analysis of 2004 Jobseeker's Allowance (JSA) data at a Lower Super Output Area (LSOA) level showed that:
 - LSOAs with a high number of JSA claimants (8+) in the Greater Manchester area are concentrated in the eastern and southern quarters, close to the central core, around Ancoats, Ardwick, Miles Platting, Moss Side and Whalley Range
 - In terms of the Trafford and Salford administrative areas, there were isolated LSOAs of 6+ JSA claimants, including: Pendleton (close to Salford Shopping City), the centre of Eccles and Patricroft
- JSA claimants are, in the main, remote from the study area. Fast and frequent direct services from further afield areas are likely to require significant levels of subsidy. However, frequent services from such areas operate to Manchester city centre, providing interchange opportunities with the Metrolink to Salford Quays and the 250 service to Trafford Park / The Trafford Centre
- Dedicated connections from the study area to the centres of Pendleton and Eccles would bring accessibility benefits to JSA claimants in this area

Jobseeker's Allowance Claimants (2)



Jobseeker's Allowance Claimants (3)



- The Interim Report identified a number of key issues, the understanding of which is central to the proposed solutions, including:
 - Diverse range of jobs and activities being undertaken in the study area, restricting the potential for homogenous solutions
 - There are a large number of small companies (less than 20 employees) and a smaller number of larger companies (> 100 employees)
 - Some employment opportunities are contract / agency work, which is often short term and subsequently is not attractive to many job seekers
 - Surveyed jobseekers tended to be inexperienced and under qualified for the existing vacancies within the study area, which are primarily managerial / technical in nature
 - There is a lack of awareness of public transport provision / low travel horizons amongst jobseekers
 - Current public transport services are disjointed and illegible
 - There is a lack of public transport provision outside of conventional working hours (i.e. afternoons and early evenings)
 - Physical barriers limit the potential for walking and cycling, and constrain the opportunities for bus routings

- The survey of existing employers identified that currently, most employment vacancies were for technical and managerial staff, and subsequently, the perceived absence of public transport in the area is unlikely to be a significant barrier to potential recruits for such jobs
- Employment opportunities which exist tend to be based on short term contracts or involve use of agency staff. Feedback from the Jobseeker Focus Groups suggested that such jobs are not going to be attractive to many jobseekers, particularly those who have been unemployed for a significant period of time
- Findings have demonstrated that as the area is physically relatively isolated from available employment pools, the lack of suitable transport can prove to be a barrier; however, it is not the only barrier to employment in the study area and thus solutions focused solely on transport issues will not totally rectify the situation

Delivering Improved Accessibility: Transportation Options (1)



- Based upon the findings of the Interim Report, a range of options were suggested for the delivery of improved accessibility in the study area, including:

Mode	Option	Time	Deliverability (5 = High Deliverability)	Cost
Bus	Review and overhaul existing supported service provision	Short	5	Low
	Increased frequency and extension of hours of existing commercial services	Medium	4	Medium
	Increased frequency and extension of hours of existing subsidised services	Medium	4	Medium
	Additional stops and extended period of operation on the ML1 Trafford Centre Shuttle Bus	Short	4	Low
	New routes and services from Trafford Park to Salford	Medium	3	Medium
	Central Bus Interchange	Medium / Long	2	Medium
	Trafford Park Loop Services	Medium	4	Medium
	Demand Responsive Service(s)	Medium	3	Medium
	New Salford Quays services	Medium	4	Medium

Delivering Improved Accessibility: Transportation Options (2)



Mode	Option	Time	Deliverability	Cost
Metrolink	Frequency of service increases between Salford Quays and Cornbrook / Manchester city centre	Medium / Long	2	High
	Trafford Centre Extension	Long	1	Very High
	Lowry Spur / Dock 9 Extension	Long	2	High
Heavy Rail	Eccles Station Improvements	Medium / Long	2	Medium
	Trafford Park / Humphrey Park / Eccles frequency of service improvements	Long	1	High
	Better connections with buses at Salford Crescent Station	Short / Medium	4	Low / Medium
Cycle	Improved links to the study area addressing severance effects; expansion of cycle routes within the study area	Short	5	Low / Medium
	Cycle storage, shower and changing facilities	Short	5	Low
Park and Ride	New park and ride facilities at strategic locations	Long	2	High
Canal Taxis	Shuttle boats connecting principal destinations within the study area and, potentially, the city centre (at Castlefield)	Medium / Long	3	Medium / High

Delivering Improved Accessibility – Softer Measures Options



- Fare Reductions
- Integrated ticketing initiatives / Travelcards
- Tailored Information Provision
- Real Time Information
- Marketing Initiatives
- Develop Travel Plans to promote shared bus schemes / car sharing amongst study area employers
- Allowing the carriage of cycles on Metrolink services
- Improvements to the pedestrian environment
- Training / re-skilling



Delivering Improved Accessibility – Complementary Measures



- Diversification of land use within the study area in order to stimulate additional public transport demand (and hence increasing the viability of existing services); in particular, the need to balance out flows in and out of the study area in peak periods and create demand during the interpeak

- Introduction of car parking changes and limitations in order to encourage the use of alternative means of transport. Additional public transport patronage resulting from a change of behaviour will contribute to increased viability and cost-effectiveness of existing services



Recommendations: Trafford Park Shuttle Services (1)



- Two shuttle services to be introduced connecting destinations within Trafford Park, and the Trafford Centre, to frequent, longer distance, public transport services at designated high quality interchange points:
 - Route 1 (Revised ML1 Service): Stretford Metrolink – Stretford Arndale Centre – Barton Dock Road – Trafford Centre – Guinness Road – Centenary Bridge – Eccles Interchange
 - Route 2: Trafford Bar – Imperial War Museum North – Centenary Bridge – Eccles Interchange – Tenax Road – Ashburton Road West – Trafford Centre – Barton Dock Road – Mosley Road – Village Way – Wharfside Way – Trafford Bar

- A twenty minute frequency of service on Route 1 and a half hourly frequency of service on a bi-directional Route 2, which will require a total of 8 vehicles, operating between 06:00 and 24:00, Monday to Saturday. It is envisaged that Route 1 will also operate 08:00 to 24:00 on Sundays

- Interchanges provided at Barton Dock Road (Route 1 to Route 2) and Trafford Village (Route 2 to 250)

Recommendations: Trafford Park Shuttle Services (2)

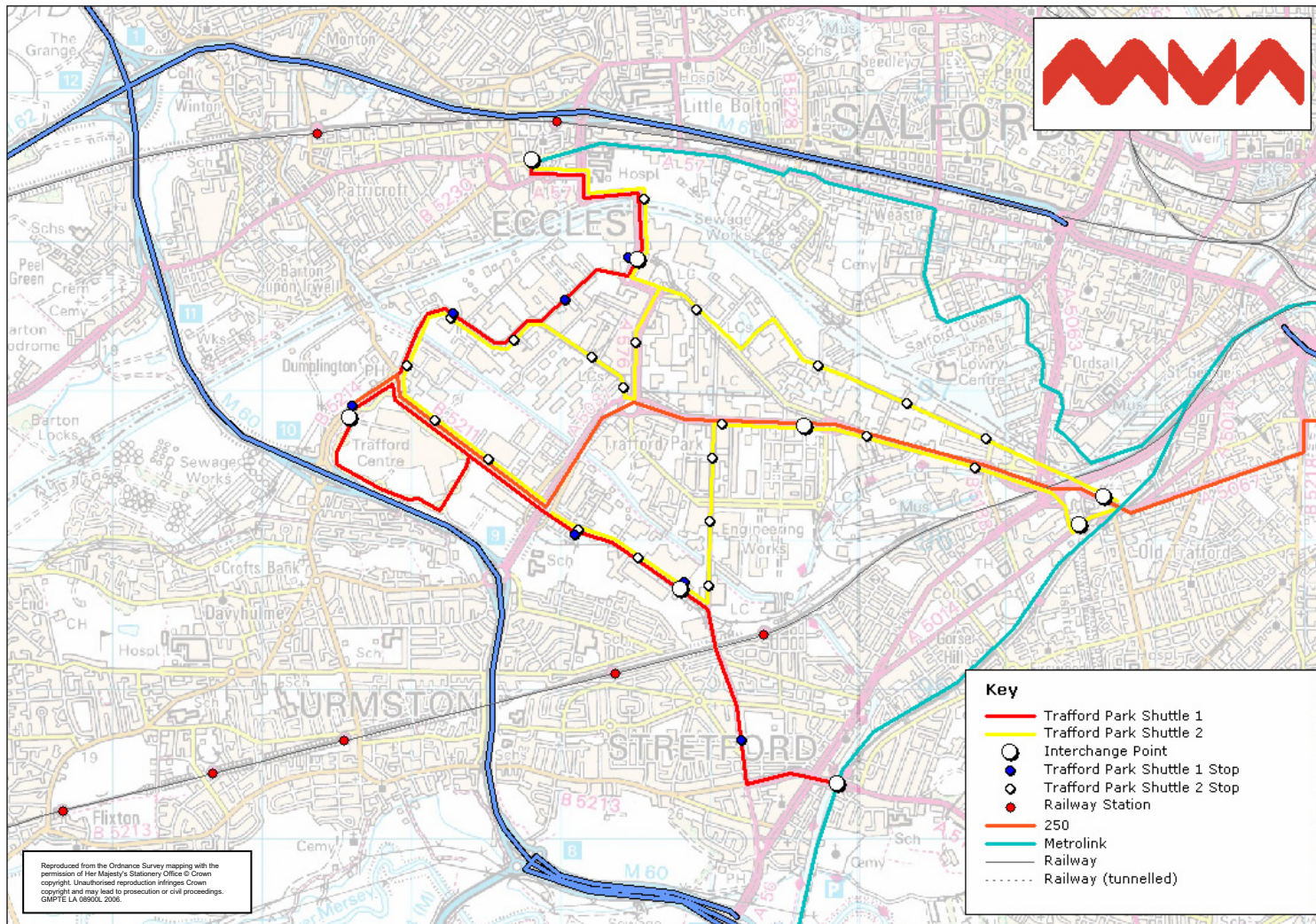


- Through ticketing should be provided from all other public transport services in order to minimise the interchange penalty
- Accessibility analysis shows a significant widening of the catchment area within a 40 minute journey time of the Imperial War Museum North (07:00 to 09:00)
- The cost effectiveness of the service(s) will be significantly improved if they are integrated with the existing Stretford Metrolink – Trafford Centre (ML1) service and the Trafford Centre – Eccles Interchange service proposed by the Trafford Centre. An initial development of the route(s) would be through the provision of additional stops on Barton Dock Road for the ML1 service, which is due to be relaunched in Summer 2006
- There is the potential to review the stop locations on Route 2
- Estimated Net Annual Operating Cost: £1,200,000 (Routes 1 and 2)

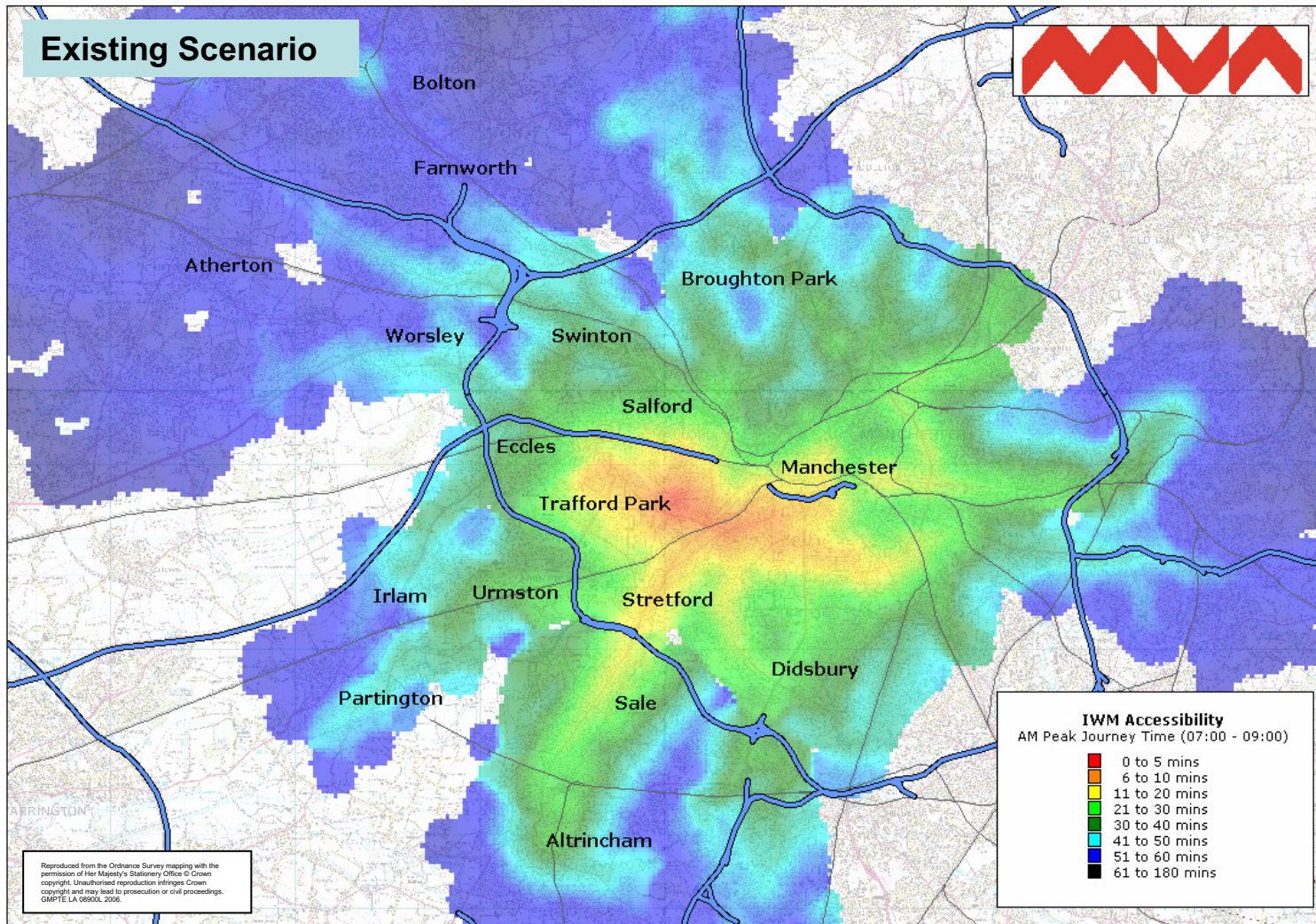
Recommendations: Trafford Park Shuttle Services (3)



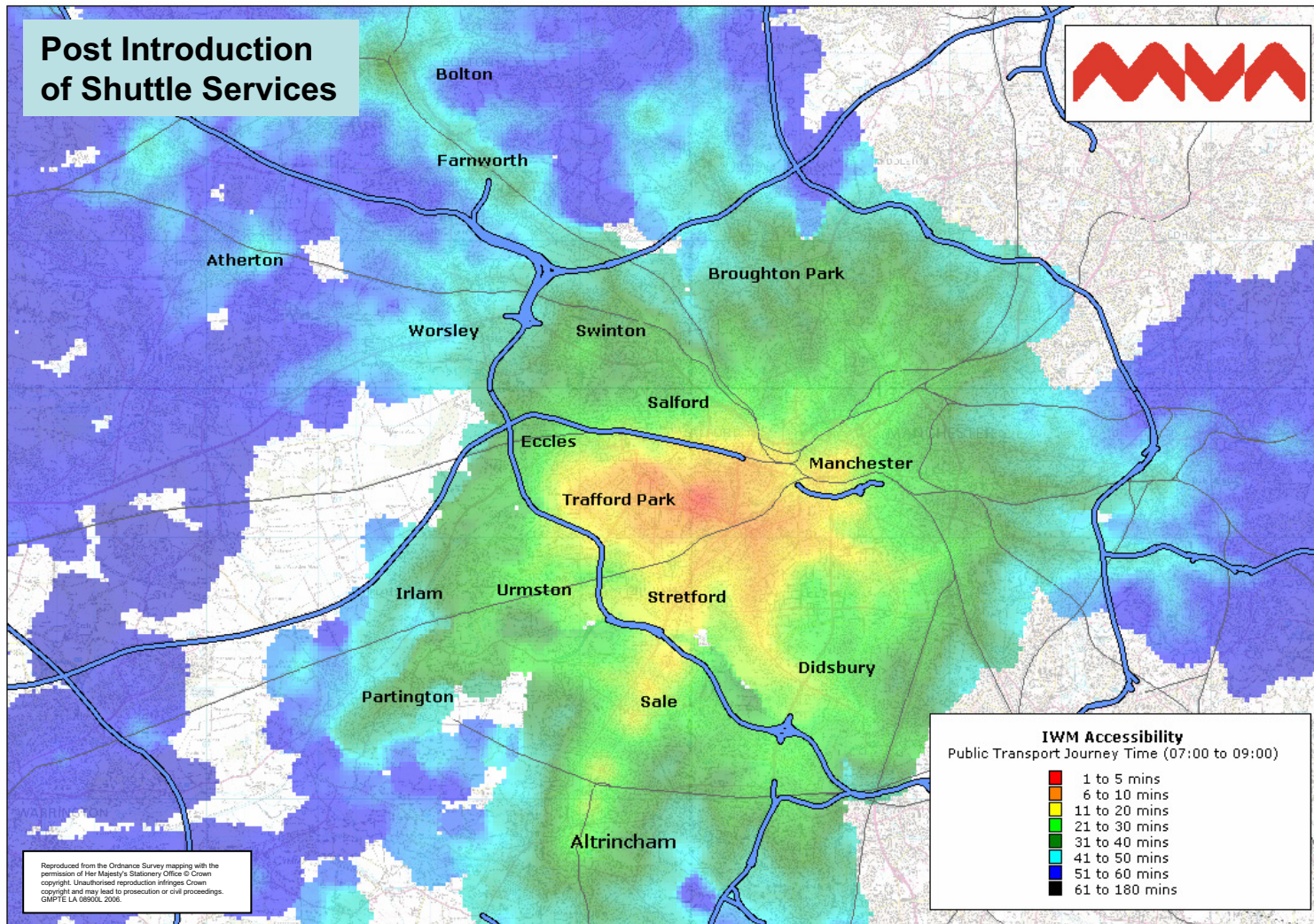
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Recommendations: Trafford Park Shuttle Services (4)



Recommendations: Trafford Park Shuttle Services (5)



Justification for the Trafford Park Shuttles (1)



- Our review has taken into account studies previously undertaken, which identified several potential routing options for shuttle bus services. The proposals have concentrated on providing opportunities to interchange with other PT services
- Route 1 would be an enhancement to the current ML1 Trafford Centre shuttle bus – the current service is principally aimed at shoppers and Trafford Centre employees. Its hours of operation and limited stopping points fails to adequately cater for employees or serve other destinations along the route. Introducing the proposed changes would prove minimal in terms of operating costs (the additional operating costs could possibly be initially be funded by GMPTE) and the additional stops would have a minimal impact on running times. However, the Trafford Centre has reservations over this, which they feel would compromise the ‘express’ nature of their existing service
- Service would also link to the major public transport interchange at Eccles, providing a link to bus, Metrolink and rail services
- Potential additional interchanges would be on Barton Dock Road, to serve the major employers (such as Kellogg’s) and in Trafford Village, where some local services currently exist

- It is not feasible within the limits of the current study to undertake any patronage revenue forecasts for the proposed shuttles. However, it is likely that such services will require financial support, particularly during the early period, and their success/financial viability, would have to be reviewed over time (though the services can be introduced and withdrawn independently of each other)
- Accession has been used to try and show the potential benefits the shuttle services will generate, though detailed analysis was hindered as jobseekers' geodata was not made available due to data protection reasons
- Results from the employer surveys identified that some had previously funded mini-bus services, and thus they may be amenable to contributing to new services. Section 106 planning obligations could also be used to fund such services
- Interchange points should provide users with seating, service information, shelter, pedestrian links and good levels of street lighting. A future development would be to introduce Real Time Passenger Information on these, and connecting services to give passengers reassurance of service reliability
- Proposals would provide frequent transport services, accessing most of the Trafford Park area, which would also link with other principal public transport services providing access to a much wider catchment area

Recommendations: Salford Quays Shuttle Service (1)



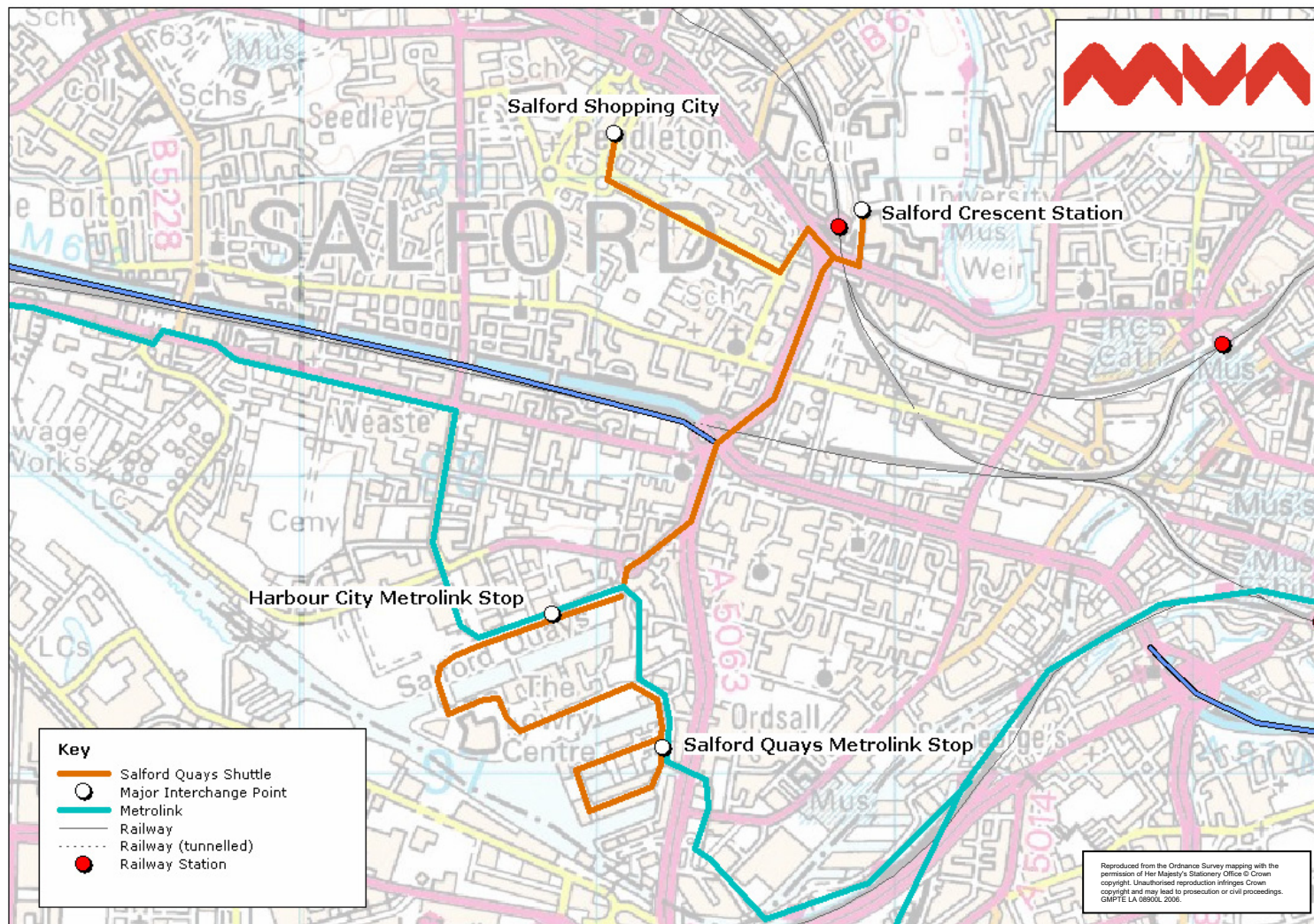
- There is the potential for a dedicated shuttle service, with complementary through ticketing, connecting the Salford Quays sub-area to Salford Crescent Rail Station and Salford Shopping City, enhancing accessibility from origins to the north of the study area
- Analysis of the service using Accession does not reveal substantial improvements, which is not surprising given the existing high levels of PT services which currently operate in the surrounding area. However, implementation should be timed with the development of the Dock 9 site, which will increase potential demand and provide funding opportunities through Section 106 agreement(s)
- The greatest benefit will be for origins to the north and west, particularly for residents living close to the Salford Crescent to Bolton / Wigan rail lines. Journey times from a number of origins along these lines will see a small reduction, with the primary benefits felt in terms of increased convenience, minimised effort and enhanced reliability / punctuality. Use of this service combined with the Lowry footbridge would also increase access to the northern side of Trafford Park

Recommendations: Salford Quays Shuttle Service (2)



- The nature of the existing highway network means that extension of the service to, additionally, serve destinations in Trafford Park will not present an attractive option. However, the future opportunity for a public transport link across the Ship Canal, should not be overlooked.
- Within the Quays area, there is the potential to operate a 'hail-and-ride' service, rather than serving conventional on-street stopping facilities
- A half-hourly frequency of service (06:00 to 24:00), will require two vehicles
- Estimated Net Annual Operating Cost: £300,000

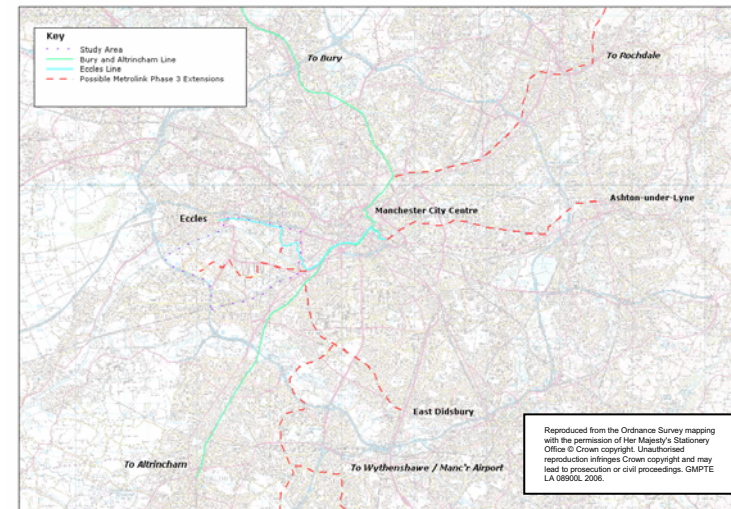
Recommendations: Salford Quays Shuttle Service (3)



Recommendations: Accessibility Measures (1)



- The possible expansion of the Metrolink Network (Phase 3) would bring significant accessibility benefits to all destinations within the study area.
- If Phase 3 extensions proceed, it is recommended that the following improvements are undertaken:
 - The Pomona to Trafford Centre (via Trafford Park) extension is pursued using private sector funding, from those companies receiving most benefit from the line's alignment
 - A 'spur' to be created from the Eccles line to The Lowry / Dock 9 site, also providing a six minute frequency of service between Harbour City and Manchester city centre



Recommendations: Accessibility Measures (2)



- The proposed Shuttle Bus Route 2 would continue to have a role to play in offering local links within Trafford Park for areas remote from the proposed Metrolink stops
 - Cross-city' services are introduced, connecting Trafford Park / Salford Quays with wider origins and destination on the network
- The above recommendations are dependent upon the final financial settlement provided by Central Government and the outcome(s) of the Transport Innovation Fund (TIF) application. However, these are long-term aspirations and consequently, improvements and actions are still required in order to address the current and short-term conditions



Recommendations: Accessibility Measures

(3)



- A review of existing GMPTA supported services in the area to be undertaken. Based on findings from the surveys of existing bus users:
 - Many PT users have to use other methods to get home (taxi, lifts, other bus services)
 - Many of the current services are perceived to be unreliable (as proven during the actual survey period when some services failed to operate)
 - Some users have to wait for up to 2 hours after finishing work to get a bus home
 - Location of many existing bus stops mean that people have to walk a long way to their destination
- The review should consider the current levels of financial support provided, service frequency and period of operations, journey purpose and patronage levels
- A review of timetables should also be undertaken to identify any duplication of services and examine the potential for improved co-ordination between services
- Where appropriate, the review should identify whether reduction / withdrawal of services could be undertaken. As most of these services are financially supported then the associated funds could be reassigned to support new routes and / or enhanced frequencies

Recommendations: Accessibility Measures

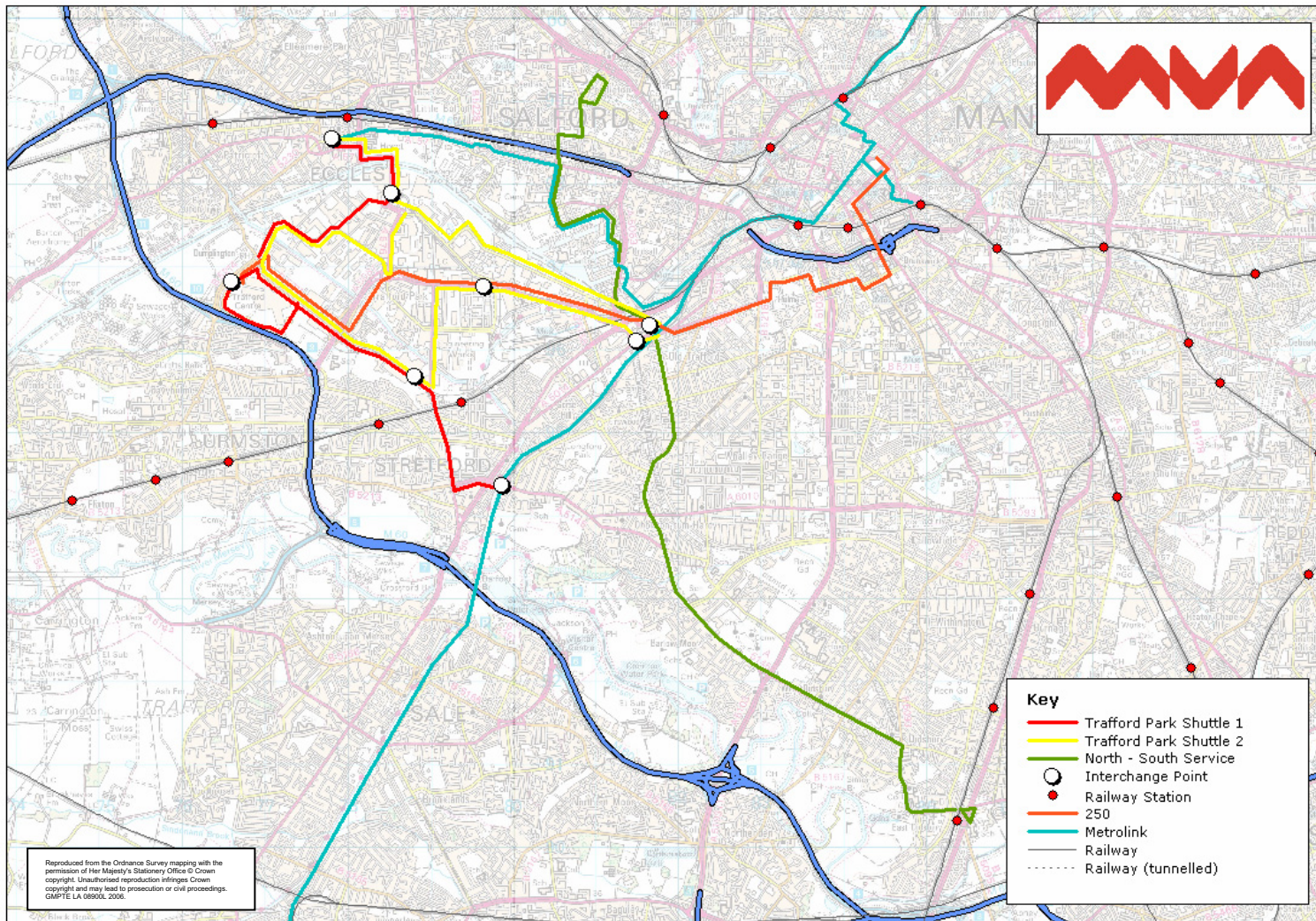
(4)



- Currently recognised that existing north – south public transport linkages serving Trafford Park and Salford Quays are relatively poor and no services currently exist which would complement the existing east – west, Stagecoach operated, 250 service. Furthermore it is likely that the Dock 9, Media City development will create a significant demand for a public transport network service on this corridor

- Discussions with Stagecoach highlighted this problem and potential solutions include:
 - Introducing a new service connecting Didsbury – Chorlton – Trafford Bar – Salford Quays – Salford, operating at a half-hourly frequency
 - High quality interchange (improved passenger waiting facilities, information systems etc) to be provided with the Trafford Park Shuttle Services
 - Service would also provide linkages to the 250 service and Metrolink
 - Estimated Net Annual Operating Cost: £650,000

Recommendations: Accessibility Measures (5)



Recommendations: Complementary Measures – Land Use



- The large number of supported services operating within the study area typically experience 'one-way' patronage flows, including a 'reverse peak' on Eccles Metrolink services between Salford Quays and Manchester city centre
- It is recommended that a diversification of land use, in particular residential development alongside the Ship Canal, is pursued in order to create greater demand for public transport in the area and enhance the viability of existing (and future) services
- The potential relocation of a significant proportion of Trafford Metropolitan Borough Council's staff to a new facility at Trafford Quays will also assist in stimulating public transport demand in the Trafford Park area, strengthening the case for the public transport improvements. A similar demand would also be developed following the development of Dock 9 in Salford Quays

Recommendations: Complementary Measures – Information and Marketing

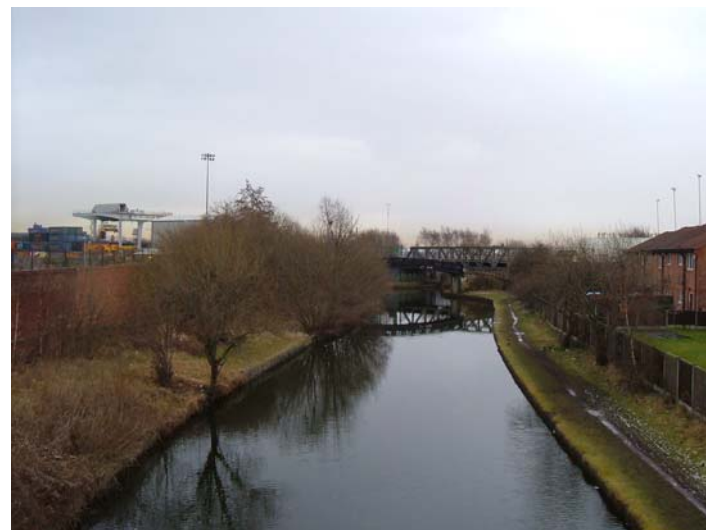


- Research showed that there is a lack of awareness amongst jobseekers of existing travel opportunities, consequently travel horizons are often limited. In order to counter this, it is recommended that:
 - Job Centres are more engaged in the accessibility process when offering employment opportunities. Personal travel information should be provided to assist all jobseekers
 - One or two members of staff in each office should be trained as Travel Advisors. Links with GMPTE and Operators will be important to ensure provision of up-to-date information
 - In conjunction with the introduction of new services, simplified, tailored information for services in the study area be provided in a number of formats
 - Shuttle Services are branded and associated publicity is provided to all study area employers
 - Future development of Real Time Passenger Information on Shuttle Services and associated 'core' services is undertaken.

Recommendations: Complementary Measures – Addressing Severance and Permeability Barriers (1)



- Surrounding features create linear severance effects, decreasing the potential for walking and cycling to destinations in the study area. It is recommended that:
 - All future junction and road improvement schemes in and around the study area incorporate dedicated pedestrian and cycle facilities
 - The scheme for improving the appearance and usability of the Bridgewater Canal is implemented, including an attractive walking and cycling route with more access / egress points into Trafford Park
 - Consideration is given to the possibility for additional pedestrian and cycle crossings of the Ship Canal as future developments in this area are brought forward



Recommendations: Complementary Measures – Addressing Severance and Permeability Barriers (2)



- A map of cycling routes between the surrounding areas and the study area is provided and widely distributed.
- Within the study area itself, land uses create barriers to pedestrian and cycle permeability. It is recommended that:
 - Future developments consider fully the needs of pedestrians and cyclists, particularly in relation to access to public transport stops and stations, whilst respecting the security requirements of businesses



Recommendations: Complementary Measures – Social Enterprise Company (1)



- Research has shown that there are a number of stakeholders interested in improving accessibility to the study area, in addition there is a need to supply jobseekers with appropriate training to aid their employment potential
- It is therefore recommended that consideration is given to setting up a Social Enterprise Company which will work to improve transport provision to employment sites in the area and provision of training for residents in the area seeking employment
- A Social Enterprise Company is a business that trades in order to pursue a social aim such as employment and training or provision of services
- It reinvests profits in the business or in the community to further their social aims
- A notable example in this field is Ealing Community Transport that started as a provider of transport to residents and now, 27 years later, provides a range of services for the community including recycling and engineering.
- Focus should be on incorporating Social Responsibility, Environmental Sustainability and Economic Viability

Recommendations: Complementary Measures – Social Enterprise Company (2)



> Potential partners include:

- > Local authorities in the study area
 - > Employers in the study area
 - > GMPTE / A
 - > Job Centre Plus
 - > Leisure Outlets in the study area
 - > Operators
 - > PCTs / Acute Hospital trusts
 - > Salford University
-
- > Support could be provided from study area employers in the form of provision of premises/equipment, management of databases, advice and mentoring as well as funding contributions

Recommendations: Complementary Measures – Social Enterprise Company (3)



- The role of the company could include:
 - operate agreed local public transport services within the study area
 - operate Demand Responsive Transport (DRT) services within the study area
 - operate other social needs transport services in Trafford or Salford
 - establish and operate a Wheels for Work scheme for the study area
 - offer training to individuals to secure PCV / HGV / FLT licences
 - offer training in vehicle maintenance
 - offer DRT Call Centre services to other schemes
 - establish and operate a car-sharing scheme for all employees across the study area
 - offer travel planning activities for the study area.

Recommendations: Complementary Measures – Social Enterprise Company (4)



- Sources of funding for social enterprises include:
 - Trading income;
 - Retained profits;
 - Bank, Community Development Finance Institutions and other loans
 - S. 106 contributions
 - They may also qualify for grants in the same way as other types of business. Those in disadvantaged communities, or which address social exclusion, may qualify for start-up and capital grants.

- After initial start-up costs the business may become self-financing, putting any profits into further training for the unemployed, or improving other services for the community.

Potential Sources of Funding for Accessibility Improvements



➤ Potential funding sources could include:

- GMPTA / GMPTE
- Reallocation of existing financial support from 'unreliable' and poorly used bus services
- Section 106 agreements from future developments – it may be appropriate to identify a common fund for contributions rather than consider developments on an individual basis
- Existing Section 106 funds which have previously been set aside for Metrolink Extensions – it may be more appropriate to utilise such funds to finance initiatives which can be implemented in the short term, rather than to risk losing any funds should Metrolink be delayed/not progressed
- Bus Operators
- Kick start Grant
- National Lottery Grants
- NWDA
- LTPs
- Individual Employers (whilst our surveys identified that some may consider contributing funds, the majority did not see it as their role)
- Green travel plan initiatives

C34664 Trafford Park Accessibility Study: Implementation Timescale



* Dependent upon the development of the Dock 9 site

- Since the study commenced, progress has been made regarding the possible relocation of BBC operations to Salford Quays and Trafford MBC to a site at Trafford Quays. If these proposals are to be developed they will generate a significant additional demand for travel in the study area from both employees and visitors.

- However, at this stage it is not possible to accurately identify the impact of these developments though they do provide a potential opportunity and could have a positive contribution to some of the solutions currently being proposed in relation to:
 - Provision of Section 106 funds to subsidise PT services
 - Improvements to the Eccles Metrolink service in relation to the Lowry Spur and improved service frequency
 - More support/justification for the Shuttle bus services
 - Provide a demand for more residential property in the area

- The Study has identified a number of ideas and proposals which, if implemented, would address many of the existing problems.
- To further establish which of the proposals are worthy of further development it is recommended that a stakeholder event is arranged to present the study findings.
- Interested third parties, including representatives from the local planning authorities, bus operators, employers, etc would be invited to a meeting at which the proposals would be discussed.
- The outcome would be to identify those measures which gained the necessary support. Following this an action plan for the implementation of proposals can be developed.