

Central Milton Keynes Transport & Parking Statement of Intent



The Council decision on 17th January 2016 relating to the Central Milton Keynes Transport and Parking Strategy:

“That the draft Central Milton Keynes Transport and Parking Strategy be published as a Statement of Intent rather than as a Strategy and taken forward as a positive and helpful discussion document between the three political parties, key stakeholders and expert witnesses deemed necessary, so that the very positive content within it is not lost.”



This document has been prepared by
Milton Keynes Council

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Foreword

A transport strategy to sustain growth and prosperity

Milton Keynes is the UK's top region for growth. As the population grows it is essential that the transport choices available to residents and visitors are developed to support Milton Keynes, retaining its position as an emerging international 'Smart City'. Milton Keynes' appetite for leading on innovative thinking will assist this strategy. We can improve our public transport infrastructure and highway and Redway connectivity, and provide integrated and future-facing transport solutions.

Central Milton Keynes (CMK) is the dominant retail and economic destination within this region; it attracts 17.4m retail trips per annum. There are plans to further expand Milton Keynes' retail and business offer, as the continued population, employment and expenditure growth will generate a need for additional measures to support the travelling needs of residents and visitors.

The development of a transport network that will support the local economy is therefore essential. Without it, Milton Keynes' ability to prosper and provide an excellent quality of life is at risk. Therefore the adoption of a clear strategy to address this is necessary.

Now, we must support the demand for parking in CMK by increasing the supply of parking in key pressured areas, with an immediate action of increasing capacity. Addressing key issues around way-finding and improving the cycling offer will also feature as immediate actions.

Next, we need to design a public transport interchange in Midsummer Boulevard East, as foreseen in the CMK Business Neighbourhood Alliance Plan. We will continue to improve way-finding and signage, support the introduction of a bicycle hire scheme, address highway maintenance issues, particularly along Midsummer Boulevard, and make further refinements to Station Square.

In the **Future**, we plan to introduce a fully electric bus network, demand-responsive people-carriers and autonomous pods acting as a CMK 'hopper' service.

The challenge for the Central Milton Keynes Transport & Parking Strategy is how to support overall future growth in traffic movements. This includes the integration of parking management, increasing opportunities to park, meeting the needs of residents, businesses, retail and visitors, encouraging walking and cycling, and enhancing the public transport offer.

This strategy has been developed, taking into consideration a wide range of challenges for now and in the future for CMK, including those issues raised through the extensive consultations that have taken place. I am therefore pleased to commend it to you.

Cllr Matt Clifton

Cabinet Member for Economic Growth & Inward Investment

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- A Evidence Base**
- B Detailed implementation measures**
- C Public Transport Interchange Options**

Executive summary

The purpose of this document is to have a coherent transport and parking strategy for Central Milton Keynes, supporting the aspirations for planned growth to 2026 in CMK, including a remodelled Midsummer Boulevard East and the adjacent primary shopping area.

The key strands the strategy addresses are:

1. Access to / from / within CMK
2. Parking in CMK
3. Public Transport Interchange
4. Behaviour Change – Key Enablers
5. Future transport / transit corridor serving Midsummer Boulevard

The Council's Core Strategy, and the CMK Business Neighbourhood Alliance Plan along with the Local Transport Plan (LTP3) set out the challenges faced by CMK over the next 20 years. This document explains these challenges and offers opportunities to address them.

The planned growth in CMK implies an increase in employment and peak travel demand of around 40%. The overall aim of the CMK Transport & Parking Strategy is to set out how this increase in demand can be accommodated in a manner that is consistent with LTP3 objectives and wider development and urban realm objectives.

One of the principal aims of the Council's overarching strategies is to enhance CMK's vibrancy and success as a strong regional economic centre, building on the potential identified in reports such as the 'Cities Outlook'¹. It is well understood that to support the achievement of this ambition, the commercial centre must remain attractive and accessible for all.

Promoting public transport is a key aim of the Council and, with a focus on core corridor routes between major destinations, it is important that CMK offers a fit for purpose, efficient public transport interchange. Through previous consultation a consensus has developed that this facility should be located on or close to Secklow Gate, immediately south of Midsummer Boulevard and at the heart of the primary shopping area.

The location of the national Transport Systems Catapult (one of seven elite technology and innovation centres established and overseen by the UK's innovation agency, Innovate UK, created to drive and promote Intelligent Mobility – using new

¹ www.citiesoutlook.org/summary/milton-keynes

and emerging technologies to transport people and goods more smartly and efficiently) recognises that Milton Keynes offers an almost unique test-bed for future transport solutions. MKC's support for the Transport Catapult's business plan and its work in the Borough emphasise the Milton Keynes' appetite for considering advanced transport solutions.

As well as traditional solutions, the development of the strategy recognises our desire for innovation and looks for technological solutions in order to support MK's transport needs in the future.

Currently, with over 25,000 parking spaces in CMK and an understanding that future development plans will increase pressure for more spaces, the consideration of additional parking is a key factor in this strategy.

This strategy provides part of the context for planned growth, and sets out the broader context for transport and parking in CMK. It looks at the impact that planned future growth will have, and the resulting transport and parking challenges that will be faced in a CMK context. This strategy also identifies current and future transport issues and problems.

Based on the issues and challenges, strategy objectives have been developed. A set of measures have also been developed together with an implementation plan for the strategy.

Strategy Objectives:

- Encourage walking and cycling through better public realm, safer and more attractive streets and improved Redways; helping MK to become an exemplar 'cycling city', encouraging walking and cycling at every opportunity.
- Transform public transport to give real choice and flexibility by providing attractive, high quality, high capacity and very accessible services and facilities.
- Support parking demand in the short term, particularly while a shift to alternative transport modes takes place. Enhance the parking offer to ensure CMK remains a high quality and desirable destination.
- Improve highway and car parking provision to accommodate future growth, while enhancing the user experience when travelling to and around CMK.
- Facilitate the physical and economic development of CMK and support wider public realm objectives leading to an attractive, vibrant and successful commercial centre.

This strategy seeks to encourage a shift in behaviour to other modes, while retaining the overall levels of accessibility that make Milton Keynes an attractive place to live and work. This involves addressing the current issues that, in general, serve to make the car more attractive than alternative modes, as well as the future challenge of accommodating growth.

The Transport and Parking Strategy must support and respond to the growth and development aspirations for CMK; this means accommodating growth while also helping shape the pattern of that growth, and the demand for movement associated with it.

The scale of this challenge is significant, and will necessitate a significant improvement in the attractiveness of non-car alternatives, including improving public transport and walking / cycling.

This strategy also considers the role that better management of the current highway network and more innovative solutions can play in making the network more efficient, effective and attractive to users. Technology will have a key enabling role in this.

Background

Over the past 40 years Milton Keynes has grown from a small collection of towns and villages into a young, planned and modern borough. It is home to over 260,000 people and thousands of businesses. In the last decade, Milton Keynes' population has grown by 17.3% to its current population. The population is forecast to increase by 20% to over 300,000 by 2026.

We therefore need new and innovative ways to support the resulting demand for transport and parking across the borough and particularly in Central Milton Keynes (CMK). CMK is defined as the area from Milton Keynes Central Railway Station to the west through to Campbell Park in the east (it is bordered by the railway line, the H5, H6 and Grand Union Canal).

Much of the employment growth across the borough is planned to take place in CMK. Around 10,700 new office-based jobs are projected for CMK, plus a further 3,400 in retail, community and other sectors. This represents a substantial increase in employment in CMK from today's level of around 30,000 jobs.

This growth will be supported through the delivery of 12,000 sq. meters of B1(a) office space per annum (2013-2026). There is also significant residential development planned for CMK, with around 5,000 dwellings. Much of this will be through the development around Campbell Park.

As population, employment and expenditure continues to grow in Milton Keynes this will generate a need for additional retail floor space. The enhancement of the retail core around Midsummer Boulevard East is essential to facilitating the expansion and improvement of Milton Keynes' retail offer.

Transport has a critical role in supporting the delivery of future growth and development. The Transport Vision and Strategy - also known as the Local Transport Plan 3 (LTP3) - sets out the policies and programmes for the Milton Keynes Borough from 2011 up to 2031.

The Transport & Parking Strategy for CMK is one of a number of sub-strategies of LTP3, and will support its overall aim to ensure that the Council continues the plans for significant growth across the borough in general and CMK in particular.

LTP3 has lacked a strong strategic approach to parking and transport in CMK. The next Local Transport Plan (LTP4) will address this in its revised vision and strategy. This strategy provides the link between the two LTPs.

1 Introduction

1.1 The Transport & Parking Strategy for Central Milton Keynes (CMK) has been developed with a focus on walking and cycling, parking and highways, a new bus interchange and Public Transport & transit.

This document is structured as follows:

- **Chapter 2** provides the **Context for the Development of the CMK Transport Strategy**. This sets out the broader context for the development of the strategy. In particular, the policy context and the plans for significant growth within Milton Keynes overall, and CMK in particular.
- **Chapter 3** and the Appendices identify **Current and Future Transport Issues**, which the strategy should seek to address. These explain the current transport issues and problems, but also look at the impact that planned future growth will have, and the resulting transport challenges that will be faced in a CMK context.
- **Chapter 4** sets out the **Strategy Aims, Objectives, and Guiding Principles** and strategy **Measures**. Based on the issues and challenges we have developed strategy objectives and guiding principles. These have been used to inform the measures proposed within the strategy, which have also been informed by the consultation exercise.
- **Chapter 5** sets out **the measures** to achieve the key aims and objectives of the strategy. (Detailed measures are given in the Appendices.)
- **Chapter 6** sets out the **Implementation Plan** for the strategy.



Midsummer Place, Midsummer Boulevard

2 Context for Development of the CMK Transport and Parking Strategy

Chapter Summary

The development of the Central Milton Keynes Transport & Parking Strategy has been guided by the wider economic, spatial planning and transport context in Milton Keynes, and specifically by the adopted policy documents that establish policy in these areas. This chapter therefore describes the current economy of Milton Keynes, the plans for growth as set out in the Milton Keynes Core Strategy, and the related transport policy context as embodied in the Local Transport Plan and CMK Business Neighbourhood Alliance Plan.

Milton Keynes Economy

- 2.1 Milton Keynes was designated as a planned new town in 1967 and was built from the 1970s, since when it has grown significantly. In the last decade its population has grown by 17.3% to its current population (2012 estimate) of 250,000. The Core Strategy sets out a target of 28,000 additional dwellings by 2026, and an associated forecast population to over 300,000 by 2026 (20% above the 2012 level).
- 2.2 The economy of Milton Keynes is strong and growing. Over the last 10 years it has produced an average of 2,500 new jobs per year, underlining the diversity and resilience of the local economy despite national economic conditions. The number of businesses increased through the recession, from 11,005 businesses in 2009 to 12,055 in 2014, a rise of 9.5%. Recent high profile businesses locating in CMK include Network Rail, whose new HQ employs 3,000 people.
- 2.3 The economic success and competitiveness of Milton Keynes is underpinned by established knowledge-based industries in key sectors including professional, scientific and technical, information and communication, manufacturing and related sectors. The total number of jobs in Milton Keynes based on Nomis² is 154,300 (for 2013).
- 2.4 The Centre for Cities prepared a 'Cities Outlook'³ that compiles and compares key economic data across 64 urban local authorities. This shows that Milton Keynes is among the best performing authorities across a range of measures.

² www.nomisweb.co.uk/. Annual Register and Employment Survey (BRES).

³ www.citiesoutlook.org/summary/milton-keynes

Table 2-1 Milton Keynes Economic Indicators

	Value	Rank (of 64)
Private sector employment 2013	124,600	20
Employment rate 2014	73.6%	15
Average weekly earnings 2014	£577	7
Business start-ups (per 10,000 population) 2013	67.7	2
Patents granted (per 100,000 population) 2013	5.1	10
Business stock (per 10,000 population) 2013	390	6
Working age population with qualification at NVQ 4 and above (%) 2013	35.7%	17

Plans for Future Growth – The Milton Keynes Core Strategy

Milton Keynes Borough

- 2.5 The Milton Keynes Core Strategy⁴ (adopted in July 2013) is the principal spatial and strategic plan for CMK and the wider borough. It sets out the vision for Milton Keynes up to 2026 including how the borough should grow and develop, both spatially and economically, in the medium-term. The Core Strategy was adopted in July 2013 and defines the planning parameters within which Milton Keynes’ growth and development aspirations can be realised.
- 2.6 The Council’s Core Strategy forecasts employment growth of between 41,230-69,060 new jobs over the period of the Core Strategy, which represents an increase of between 29% and 49% above current levels. As forecast increase in employment exceeds that of population this suggests that the future employment opportunities will be met, in part, by an increased level of in-commuting to Milton Keynes from surrounding areas.
- 2.7 Much of the employment growth across the borough is planned to take place in CMK. Around 10,700 new office-based jobs⁵ are projected for CMK, plus a further 3,400 in retail, community and other sectors. This represents a substantial increase in employment in CMK from today’s level of around 30,000 jobs⁶. This growth will be supported through the delivery of 12,000 sq. metres of B1(a) office space per annum (2013-2026). There is also significant residential development planned for CMK, with around 5,000 dwellings.

⁴ <https://www.milton-keynes.gov.uk/planning-and-building/planning-policy/core-strategy-2013>

⁵ As per Core Strategy employment growth forecast

⁶ 2011 Census - NOMIS 2013 reported employment across CMK is 154,000. CMK employment is likely to exceed 30,000.

- 2.8 CMK is both a local and regional retail destination, and attracts 17.4m retail trips per annum. There are plans to further expand Milton Keynes' retail offer, as the continued population, employment and expenditure growth in Milton Keynes will generate a need for additional retail floor space. The long term need for comparison floor space will be focused on the Primary Shopping Area within CMK. The enhancement of the retail core around Midsummer Boulevard East is essential to facilitating the expansion and improvement of Milton Keynes' retail offer.
- 2.9 CMK also provides a range of activities typical of a 'city centre', including being a leisure and entertainment destination and being the administrative and cultural hub of the borough. It also acts as the borough's main transport hub.

Local Transport Plan 3 - 2011 to 2031

- 2.10 The LTP3 set out the Transport Vision, Objectives and Strategy for Milton Keynes, up to 2031⁷. The Transport Vision for Milton Keynes states that:

“By 2031, Milton Keynes will have the most sustainable transport system in the country, increasing its attractiveness as a place to live, work, visit, and do business. There will be a real transport choice to satisfy individual preferences and encourage more sustainable travel behaviour. The transport system will provide fast and efficient movement of people and goods, and will be accessible for all. Everyone will have access to key services and amenities, including employment, health, education, retail and leisure.

Transport networks, including the unique grid road and Redway networks, will be expanded and fully integrated into new developments and regeneration areas to support more sustainable communities. Connectivity to local towns, major cities, and international transport gateways and networks will be first class; and Milton Keynes will embrace new technology, being an exemplar for the latest developments in information technology, fuel technology, and new forms of transport.”

- 2.11 The LTP3 (the 2011 adopted document and the 2012 update) set out the objectives and over-arching strategy to deliver this vision:
- provide real and attractive transport choices to encourage more sustainable travel behaviour as Milton Keynes grows
 - support the economic growth of the borough through the fast, efficient and reliable movement of people and goods
 - reduce transport based CO2 emissions to help tackle climate change

⁷ A Transport Vision and Strategy for Milton Keynes, Local Transport Plan 3 - 2011 to 2031, Milton Keynes Council, 2011

- provide access for all to key services and amenities in Milton Keynes, including employment, education, health, retail, and leisure
 - improve safety, security and health
 - contribute to quality of life for all Milton Keynes residents, strengthening linkages between communities
 - establish a development framework that embraces technological change, in which Milton Keynes can continue to grow, pioneer and develop
- 2.12 The implementation of the LTP3 is supported by a series of ‘daughter documents’ that develop supporting modal, thematic or area-based strategies⁸ within the overall framework established by the LTP3. The Central Milton Keynes Transport & Parking Strategy is one of these daughter strategies and, as such, has been developed to align with and support LTP3.
- 2.13 The LTP3 had a focus on three key themes: making **best use of existing assets**, the **improved provision of sustainable transport** to provide a real and attractive transport choice, and **promotion of the transport choices available**. These themes have informed and guided this strategy.
- 2.14 The LTP3 was developed in the context of the significant growth and development planned to 2031.

CMK Business Neighbourhood Alliance Plan 2026

- 2.15 The CMK Business Neighbourhood Alliance Plan (CMKAP)⁹ was first published in May 2013 and has now been adopted following being passed by residents and businesses in the Referendum in May 2015. The Plan forms a basis for managing development in CMK, including the commercial centre up to 2026 and is now part of Milton Keynes’ Local Development Framework (LDF) of planning documents.
- 2.16 The Plan promotes public transport, walking and cycling as the preferred modes of transport for future residents, visitors and workers in Milton Keynes. Consideration is also given to other interventions including car share, working from home or staggered working times and Park and Ride. The approach is one of future-proofing Milton Keynes to allow for transport solutions that best provide for CMK’s needs.
- 2.17 The Plan sets out parking standards for the Plan area (CMK and Campbell Park) and increases the parking standard for B1 office development to 1 space per 50m².

⁸ These include the Cycling Strategy, the ITS Strategy, Bus Strategy among others.

⁹ <http://cmktowncouncil.org/referendum-on-cmk-business-neighbourhood-plan/>

CMK Business Neighbourhood Alliance Plan Vision

- 2.18 By 2026, CMK will be the dynamic centre of one of the fastest-growing regions in the South-East. It will support thousands of new jobs and wide-spread prosperity as:
- one of the most accessible commercial centres in the UK, pioneering sustainable yet convenient transport choices for workers, visitors and residents
 - the home of an expanding university, delivering innovative approaches to higher education and nurturing new business ventures in technological and creative hubs across the centre
 - a vibrant and safe place, with an increasingly regional and national role, that welcomes, surprises and delights workers, visitors and residents alike, with a rich mix of shopping, leisure, sports, cultural and social facilities offering an exciting street life and a diverse night life
 - an admired, prestigious ‘city centre’, with its distinctive cityscape and high quality infrastructure respected, reinforced and celebrated
 - the home of people and organisations working to reduce their carbon footprint
 - an inclusive place, encouraging participation and interaction, connecting people, stimulating ideas, and inspiring future generations
 - the centre of civic life for Milton Keynes
- 2.19 The CMK Business Neighbourhood Alliance Plan articulated the critical role transport has in supporting the delivery of future growth and development in CMK. The CMK Business Neighbourhood Alliance Plan states that:
- “Maintaining accessibility whilst transitioning to more sustainable modes of transport is the most important challenge for the CMK Business Neighbourhood Alliance Plan 2026.”***
- 2.20 The Plan also identifies Midsummer Boulevard East as an Action Plan Area to improve the urban realm in this area and enhance the overall quality and vitality of Milton Keynes’ retail and cultural offer.

Implications for CMK Transport and Parking Strategy

- 2.21 The Core Strategy sets out the ambitions for growth in Milton Keynes, and the CMK Business Neighbourhood Alliance Plan sets out a vision for CMK consistent with delivering the level of Core Strategy growth.
- 2.22 The planned growth in CMK implies an increase in employment and peak travel demand of around 40%. The overall aim of the CMK Transport & Parking Strategy is to set out how this increase in demand can be accommodated in a manner consistent with the LTP3 objectives and the wider development and urban realm objectives.

Looking longer term

- 2.23 Whilst the Strategy's primary purpose is to support the aspirations for growth in CMK up to 2026 as set out in the Council's Core Strategy, the CMK Business Neighbourhood Alliance Plan and LTP3, the measures that it proposes could go some way to helping to support longer term growth beyond 2026.
- 2.24 The Council has started work on a new local plan for the borough of Milton Keynes, called Plan:MK. This will set out a development strategy for Milton Keynes up to at least 2031 and will replace both the Core Strategy and the existing Local Plan. The formulation and implementation of co-ordinated planning and transport policies is a vital part of delivering more capacity for movement which, in turn, can support further growth. The production of LTP4 and the updating of current transport evidence studies will therefore be taking place alongside the preparation of Plan:MK.

3 Current Transport Issues and Future Challenges

- 3.1 The central challenge for the CMK Transport & Parking Strategy is the need to accommodate the significant planned growth in CMK. Demand forecasting, based on Core Strategy growth plans, identifies a forecast increase in peak highway demand of around 39% (based on the Milton Keynes highway model¹⁰), commensurate with the increase in jobs. Demand in the inter-peak will also increase, driven by the increase in employment (business trips), and expansion of Milton Keynes' retail and leisure offer.
- 3.2 We aspire to accommodate this 40% increase in total visitor numbers; much of the growth will come from future residents living in new homes being built, on average, further from CMK than existing urban residents, and much of the remainder from an increase in visitors travelling an hour or so to get to CMK.
- 3.3 We wish to encourage this growth in visitor numbers and dwell time, encouraging as many as possible to use non-car methods to travel. It is recognised that much of the growth will come from visitor categories that (by virtue of their increased journey distances, both within the conurbation and from miles away) are less likely to use non-car modes of transport than CMK's current visitors. We recognise that increased visitor numbers and dwell time will increase the demand for parking space. Consequently this strategy supports parking in CMK while addressing the current issues that serve to make the car more attractive than alternative modes.
- 3.4 The 2011 census shows that commuting by car accounts for 75% of all person trips into CMK, and that there are around 19,600 car vehicle trips into CMK each morning. There are around 25,000 car parking spaces in CMK overall, and the parking utilisation is at or approaching capacity in certain locations.

¹⁰ Milton Keynes Transport Model, Traffic Forecast Report, Milton Keynes Transport Model, Milton Keynes Council, May 2012. For our analysis we used model outputs to identify the forecast increase in highway trips to / from Central Milton Keynes, based on the Core Strategy Scenario.

Table 3-1 shows the overall mode share journeys to Milton Keynes and to Central Milton Keynes.

Table 3-1 Mode Shares to Milton Keynes and CMK

Mode	To All Milton Keynes	To Central Milton Keynes
Car	80%	75%
Bus	6%	9%
Rail	2%	4%
Walk	7%	8%
Cycle	3%	2%
Other	2%	2%
Total	100%	100%

3.5 The impact of Milton Keynes’ economic and housing growth on highways and the demand for parking is significant, with morning peak car trips and journeys into CMK forecast to increase by 39%, based on the Milton Keynes highway model. This corresponds very closely with the forecast increase in CMK employment of 40%. The growth in employment and the ambitions to expand the retail and leisure / entertainment offer of CMK will also result in an increase in car trips to CMK throughout the day and at weekends. There is also an emphasis on encouraging visitors to CMK to stay longer by enhancing the public realm, scale of retail offer and the range of retail, leisure and entertainment facilities in CMK – this will also increase the effective demand for parking as spaces are utilised for longer.

3.6 To sustain the economic vitality and accommodate future growth, a number of challenges must be addressed:

- We want all these extra visitors to come to CMK and support the increase in average dwell time; we want visitors to come here more often, from further away, to stay here longer, spend more, and come back often (rather than going to any of the competitor types of destination already identified).
- We aspire to have as many commuters and visitors as possible coming to CMK by non-car modes. The growth groups of visitors are less likely to use non-car modes than our existing visitors, so to retain and improve our overall modal split, we’ll continue with a wide range of interventions to persuade visitors, especially car owners, to use a non-car mode for more and more of their CMK visits.
- We will ensure there is sufficient car parking for those who, despite our efforts, still choose to use the car, having identified everything we can do to encourage non-car travel (because if we don’t, they will go to another retail or leisure destination).

- 3.7 There are clear patterns of parking utilisation within CMK, and we understand areas of 'business and 'retail/leisure' parking patterns of usage. (See Appendix.)
- 3.8 Under a 'business as usual' scenario (i.e. assuming the same level of parking utilisation) there would need to be an increase in total parking spaces (public and private combined) of about 10,000 spaces from the current c. 25,000 to a future c. 35,000 spaces.
- 3.9 We need to bear in mind that 'competing destinations' like Bedford and Northampton have lower parking spaces and higher parking fees. Milton Keynes is also competing with other destinations that have abundant free parking (Thurrock, Bluewater, Meadowhall, Bicester Retail Village).
- 3.10 The level of future requirement would be lower should a higher level of parking utilisation be achieved, as shown in Table 3 2.

Table 3-2 Parking utilisation and spaces scenarios

Utilisation	Total spaces required	Additional spaces
73%	35,000	10,000
80%	32,000	7,000
90%	28,000	3,000

- 3.11 Full details of the current provision and use of the transport and parking network, including existing issues and future challenges are presented in the Appendices (separate document) together with the evidence base.

4 CMK Transport & Parking Strategy

- 4.1 The previous chapter set out the current issues and the future challenges that the strategy needs to address. The strategy must also be consistent with and supportive of the wider planning and transport objectives for Milton Keynes as described in Chapter 2.
- 4.2 Accordingly, this Chapter sets out:
- the **aims and objectives** for the CMK Transport and Parking Strategy
 - the **guiding principles** that inform the development of options
 - an **overview of strategy measures** and how to deliver **strategy outcomes**
 - the **strategy measures** under the themes of **‘walking and cycling’**, **‘passenger transport and transit’**, **‘highways and parking’** and **‘key enablers’**
 - the full details of all measures are described in the Appendix
- 4.3 The development of the objectives, principles and resulting strategy has been informed by both informal and public consultation exercises.

Strategy Aim & Objectives

- 4.4 We have developed a set of objectives for the CMK Transport & Parking Strategy based on the LTP3 objectives (which are borough-wide) and specific issues and challenges highlighted in the previous chapter that relate to CMK.

Key Aim of the CMK Transport & Parking Strategy

The over-arching aim of the CMK Transport & Parking Strategy is to support the scale of planned growth in CMK as per the Core Strategy (and hence the economy of Milton Keynes) in a manner that is consistent with, and supportive of CMK Business Neighbourhood Alliance Plan, and LTP3 themes of making best use of existing assets, the improved provision of sustainable transport to provide a real and attractive transport choice, and the promotion of the transport choices.

CMK Transport & Parking Strategy Objectives

4.5 Accordingly, we have developed the following objectives for the CMK Transport & Parking Strategy:

- **encourage walking and cycling** through better public realm, safer and more attractive streets and improved Redways; helping MK to become an exemplar 'cycling city', encouraging walking and cycling at every opportunity
- **transform Public Transport** to give real choice and flexibility by providing attractive, high quality, high capacity and very accessible services and facilities
- **support parking demand** in the short term, particularly while a shift to alternative transport modes takes place; enhance the parking offer to ensure CMK remains a high quality and desirable destination
- **improve highway and car parking** provision to accommodate future growth, while enhancing the user experience when travelling to and around CMK
- **facilitate the physical and economic** development of CMK and support wider public realm objectives leading to an attractive, vibrant and successful commercial centre

4.6 The LTP3 key themes of **making best use of existing assets**, the improved provision of **sustainable transport** to provide a real and **attractive transport choice**, and the **promotion of the transport choices** available are implicit within the CMK Transport & Parking Strategy objectives and guiding principles.

4.7 Options have been developed under thematic areas (walking and cycling, parking etc.), and we have 'mapped' the strategy objectives against the option themes, as shown in the table 4-1 below. The dots show the strength of linkage between each theme and the strategy objectives – two dots indicates a strong and direct linkage.

Table 4-1 Links between Strategy Objectives and Themes / Options

Strategy Objective	Strategy Theme (Options)				
	Walking & cycling	Parking & Highways	Passenger transit - Interchange	Passenger transit - Transit	Key enablers - Behaviour Change
<p>Encourage walking and cycling through better public realm, safer and more attractive streets and improved Redways; helping MK to become an exemplar 'cycling city', encouraging walking and cycling at every opportunity.</p>	●●	●●	●●	●●	●●
<p>Transform public transport to give real choice and flexibility by providing attractive, high quality, high capacity and very accessible services and facilities</p>	●	●	●●	●●	●●
<p>Support parking demand in the short term, particularly while a shift to alternative transport modes takes place. Enhance the parking offer to ensure CMK remains a high quality and desirable destination.</p>	●	●●	●	●	●●
<p>Improve highway and car parking provision to accommodate future growth, while enhancing the user experience when travelling to and around CMK.</p>	●	●●	●	●	●●
<p>Facilitate the physical and economic development of CMK and support wider public realm objectives leading to an attractive, vibrant and successful commercial centre.</p>	●●	●	●●	●	●●

Key: ●● = direct impact ● = indirect impact

Guiding Principles

4.8 In developing options, we have also identified some guiding principles that reflect the nature of the challenges faced, the unique history and identity of Milton Keynes as a place, and how this shapes the kind of options that should be considered going forward.

4.9 The guiding principles are:

- It is well recognised that **Milton Keynes is different and unique**, where the quality and extent of the public infrastructure is a key asset. It has been carefully designed to provide excellent levels of access as well as the space and flexibility to incorporate future transport systems. This means the nature of issues within CMK are different to other places, that these point towards different solutions (something that may work in other towns of similar size will not be as appropriate here), but equally there are opportunities for MK to develop bespoke and innovative solutions that address the specific challenges faced.
- **Better use and management of the existing network** is fundamental. Milton Keynes has better infrastructure provision than many other places (more parking, less congested roads, better cycle networks), and these need to be better utilised and exploited to their full potential.
- **The role of technology** will be a centre tenet of the strategy. This supports better management of existing systems, and offers the potential for the development of new and innovative solutions that meet the strategy objectives.
- A **systems approach** is required. This entails a shift from consideration of modes, towards a concept of **'intelligent mobility'**, where the transport network is fully integrated and seamless. The attractiveness of Milton Keynes has, up to now, been based largely on its car-based accessibility. In the future its success will depend on the accessibility of its overall transport system.
- The strategy should set a firm direction of travel, and establish key priorities. However, **the strategy must remain flexible** and be able to respond to changes in technology, land use and development opportunities, funding opportunities etc. Equally, we do not want to deliver options in the short term that may prove obsolete in the medium to longer-term.
- The strategy must **reflect the wider aspirations of CMK**, such as the desire to improve the public realm around Midsummer Boulevard East.
- The strategy must be **deliverable**. There is no merit in recommending options that, even if potentially successful, have no realistic prospect of being funded or delivered.

Overview of the Strategy

- 4.10 The attractiveness of Milton Keynes to date has been largely driven by its high level of car accessibility, which provides fast and convenient access for users, and has supported the development of businesses that benefit from a large catchment and Milton Keynes' strategic connectivity.
- 4.11 What is clear is that future planned growth cannot be supported and accommodated unless this is accompanied by a change in the way people travel to, and within, CMK. However, the strategy must also ensure that the high levels of accessibility that underpin Milton Keynes' continued success are retained - a strategy based on demand management alone will risk deterring the growth and development that it seeks to support.
- 4.12 In practical terms this means the highway demand and parking must be better and more efficiently managed to support the travel needs of the borough. This will inevitably mean that, for some trips at certain times, people may have to park at locations that are further away than their current option.
- 4.13 For this to be acceptable there must be a step-change in the scale and quality of provision for people to travel within CMK, this means improving pedestrian, cycle and public transport provision to encourage modal shift and utilising the opportunities that new technologies bring. This must also be supported by efforts to promote and encourage behaviour change.
- 4.14 We have developed a strategy that will improve the efficiency and effectiveness of the transport network and deliver modal shift through identifying strategy elements that are complementary and mutually reinforcing.

Strategy Outputs

- 4.15 The effectiveness of the strategy has been assessed against a 'future baseline' scenario that considers the impact that future growth would have on travel demand. The number of highway trips is forecast to increase by around 40% in the morning peak by 2026, based on highway modelling that reflects the Core Strategy development assumptions. This is broadly commensurate with the increase in planned employment within CMK.
- 4.16 Travel mode shares have changed little in the last ten years, and it is reasonable to assume that mode shares will not change significantly in the future in the absence of a strategy for CMK. Indeed, the increase in office-based employment suggests that there may be a greater proportion of commuting from outside the borough in the future, where the car is often the only viable option.
- 4.17 The assessment of 'Future Challenges' presented in Chapter 3 (see Table 3-2) showed that there would be 10,000 additional parking spaces required to accommodate forecast growth, if current mode shares and parking occupancy rates

are assumed. The cost of providing this number of additional spaces would be substantial (it is estimated that 10,000 additional spaces would cost in the order of £150m to £180m – with multi storey spaces estimated at c. £12,000 - 17,000 per space depending on building specification and construction costs).

- 4.18 However, it has been recognised that parking capacity has become a pressing issue as standard parking in much of the west of CMK (the employment district) is full or nearly full. To address this issue, the council will be providing an additional 800 permanent employee spaces to serve business needs in this financial year.
- 4.19 The strategy then will be to deliver in the shorter to medium term around 2,000 additional spaces to ensure the area operates efficiently until other measures to support demand develop.
- 4.20 The strategy therefore reflects a balance between the medium term goal of effectively mitigating the overall future additional parking capacity required through a range of public transport, walking and cycling and behaviour change measures, while providing required additional parking capacity in the short-term.
- 4.21 A central challenge of the strategy is how to accommodate future growth while mitigating the impact that ‘business as usual’ growth (i.e. assuming the same level of parking utilisation) would have on parking supply in CMK. Table 4.2 shows how different strategy elements would accommodate future levels of demand, while moderating the additional number of parking spaces required.
- 4.22 The combined effect of the proposed measures would, under ‘central’ assumption, be sufficient to accommodate growth equivalent to 12,700 additional vehicles in CMK, compared to the ‘target’ level of 10,000 implied by the ‘business as usual’ scenario (i.e. assuming the same level of parking utilisation). This projection allows for some uncertainty of the precise impact of individual measures, and also allows for a degree of flexibility in the implementation of the strategy both in terms of the combination and timing of measures.
- 4.23 Of the overall additional capacity for growth identified, the measures required to reduce the number of vehicles entering CMK would be:
- increased car occupancy (3,000 fewer spaces needed)
 - Modal Shift (1,000 fewer parking spaces needed)
 - Park & Ride (700 fewer parking spaces needed)
- 4.24 This delivers substantial transport benefits in the form of reduced congestion, delays accidents and emissions. It also supports the development of additional growth of CMK as valuable development plots that would otherwise be required for parking can be developed to support economic development and growth, and are consistent with the objective of enhancing the overall public realm in CMK.

- 4.25 The Parking & Highways Management measures will address the efficient utilisation of existing spaces (5,000 spaces).
- 4.26 The above measures mean that an additional 3,000 parking spaces need to be provided, of which 800 spaces (as described in paragraph 4.18) are being delivered this financial year, to address the immediate capacity issues, and before the full range of strategy measures have an impact.
- 4.27 From this point, the strategy is focused on enhancing the efficiency and effectiveness of the highway and parking network, and improving provision across public transport, walking and cycling, and embracing the significant opportunities that are available through the emerging technologies on offer in these areas.
- 4.28 While there is clear potential to increase non-car mode share to / from Milton Keynes, in practice the car will remain the most attractive option for most people working or visiting MK, in particular those from outside the borough where non-car alternatives are more limited. This means we should be ambitious to achieve modal shift but patient regarding its delivery and flexible about supporting the demand for parking with options such as multi-storey car-parking.
- 4.29 This strategy is also focussed on enhancing the quality, range and coverage of non-car modes within CMK, so that people who drive (and may in future have to park further from their end destination) can access all CMK, to reduce car trips made wholly within CMK, and to provide transport choices that will encourage increased general activity levels by making trips within CMK easier for all users.
- 4.30 The strategy aims to facilitate modal shift for trips to / from CMK. By its nature, the strategy is focused on the CMK end of the trip, but the measures are complementary to the borough-wide measures set out in the LTP3 and its related modal strategies including the bus strategy and cycling strategy.

Table 4-2 Impact of Strategy on Future Parking Demand and Capacity

Option	Measures	Impact on parking spaces	Central assumption	Comment
Additional Parking spaces	800 spaces now, additional spaces longer-term capacity	4,200 maximum potentially deliverable spaces identified	3,000	Strategy requires up to 3,000 additional parking spaces
Demand-side measures: Reduction in Parking Supply Required				
Improved Parking & Highway Management	<ul style="list-style-type: none"> parking demand management package parking sensors Variable Message Signage 	Increase in utilisation will reduce spaces required by between 3,000 (80% utilisation) and 7,000 (90% utilisation) spaces	5,000	Increased current average occupancy from 73% to 85%
Increased car occupancy and reduced car use	<ul style="list-style-type: none"> behaviour change 'key enablers' travel planning & business engagement marketing travel information Car clubs, Car share 	Increase in car occupancy by 5% would result in 1,600 fewer spaces required, and an increase of 15% would result in 4,600 fewer spaces.	3,000	Central assumed 10% increase in car occupancy from 1.1 to 1.2
Modal shift (trips to / from CMK, not within)	<ul style="list-style-type: none"> new public transport interchange new transit spine on Midsummer Boulevard new technologies – on demand minibus & pods cycle enhancements including a new East-West Redway in CMK improved wayfinding 	Modal shift impact between 1,000 to 3,000 (25% increase in non-car mode share, equivalent to 8% reduction in car mode share)	1,000	
Park & Ride	<ul style="list-style-type: none"> up to further 2,500 spaces 	Additional P&R Trips 0 – 2,500	700	Based on 2 additional P&R sites on similar size.
Total impact of measures identified			12,700	

5 Measures to achieve the over-arching aim and objectives of this strategy:

- Future Parking Demand and Capacity measures
- Walking & Cycling measures
- Passenger Transport, Bus Interchange measures & Transit Alignment serving wider CMK measures
- Behaviour Change measures

The measures are summarised below, full details of each of the above measures are described in detail in the Appendix.

Future Parking Demand and Capacity Measures

5.1 The measures relating to parking and highways have been developed to support the following objectives:

- **provide additional parking supply** to help sustain the projected growth of CMK in the short term
- **complement the transit, walking, cycling, and public transport recommendations** to manage the requirement for high levels of additional parking supply in CMK in the longer term
- ensure that appropriate **supporting measures** are in place to fulfil the wider parking and highways objectives

5.2 The purpose of parking management measures are to deliver the following benefits:

- to make better and efficient use of the existing parking supply across CMK
- support the anticipated growth in CMK in the short term while other transport measures are introduced
- provide users with information about the status of the road network and parking availability so that they can make informed decisions at an early stage
- reduce the level of congestion around already full car parks by notifying users at an earlier stage (e.g. prior to entering CMK)
- provide appropriate additional parking capacity to support longer term growth

Table 5-1 Parking and Highways Measures

Strategy Measure	Key Benefits	Timescale	Next steps
Short-term additional parking supply	<ul style="list-style-type: none"> Support immediate growth in CMK to maintain satisfactory conditions on the road network 	Now	Continue engagement with appropriate landowners
Long-term parking supply	<ul style="list-style-type: none"> Provision of around 3,000+ additional spaces in the longer term Continue to enable shoppers, residents and businesses to have a choice about how they access their destination 	Future	Proposals and business cases to be explored
Parking occupancy sensors	<ul style="list-style-type: none"> Maximise use of existing parking capacity 	Now	Following the current trial a detailed study on parking management including options for on and off street parking, and paying at exit models will be carried out
Real-time data syndication	<ul style="list-style-type: none"> Help users to make decisions about the parking availability in advance of their arrival Reduce congestion around already full car parks 	Next	Investigate suitable locations for VMS signs and propose a business case Confirm the availability of data and platform
Dynamic pricing	<ul style="list-style-type: none"> Encourage behaviour change Encourage users to park in under-utilised areas Ensure that a minimum number of available spaces are provided in a given area 	Future	Study to identify sites and propose case

Walking & Cycling Measures

5.3 The walking and cycling measures are, as a package, intended to encourage walking and cycling in support of the following:

- encouraging modal shift from the car for trips within CMK
- encouraging modal shift for trips to / from CMK, in the form of Redway enhancements / improvements
- increasing overall activity levels in CMK, by encouraging people to make trips that would otherwise not be made; this would be through wayfinding (promoting nearby attractions and their proximity) and enabling faster, easier journeys
- reducing travel times e.g. from Milton Keynes Central Station to key employment sites.

Table 5-2 CMK Strategy - Walking and Cycling Measures

Strategy Measure	Key Benefits	Timescale	Next steps
Wayfinding	<ul style="list-style-type: none"> • improved awareness • increased walking • increased activity levels 	Now	Part of CMK current wayfinding programme
Redway East-West Route	<ul style="list-style-type: none"> • improved Redway connections within CMK • enhanced cycle mode share to and within CMK 	Future	Feasibility & design study
Cycle Hire Scheme	<ul style="list-style-type: none"> • reduced journey times within CMK • increased cycling • increased activity levels 	Spring 2016	Work closely with Santander and Nextbike

Passenger Transport & Bus Interchange Measures

5.4 The measures to enhance public and passenger transport in CMK have been developed to support the following objectives:

- a **new public transport interchange**, to enhance the quality of provision for bus users and to facilitate the ambition to enhance the public realm in Midsummer Boulevard East
- to support a **new transit route** running the length of Midsummer Boulevard, to provide a direct, reliable and high quality link between the areas of demand (station, employment district, retail core and cultural area)
- to **develop new passenger transport services** that provide better connections within CMK, and which are necessary to support and complement the proposals to manage parking demand

5.5 The purpose of the passenger transport measures are to deliver the following benefits:

- improve the overall quality and attractiveness of public transport to encourage modal shift for commuting, leisure and retail trips to / from CMK
- to enhance the quality, coverage and choice of public transport and transit options *within* CMK, to provide the necessary 'full journey' accessibility that will complement the parking management proposals, enable better accessibility for all in CMK and to encourage increased activity levels
- to complement and integrate with the wider public realm ambitions for CMK

Table 5-3 CMK Strategy - Passenger Transport Measures

Strategy Measure	Key Benefits	Timescale	Next steps
New Public Transport Interchange	<ul style="list-style-type: none"> enable wider public realm enhancements improve attractiveness of buses provide for future interchange with transit spine on MSB 	Next	Detailed design and business case
Bus Priority in CMK	<ul style="list-style-type: none"> to address journey time delay and variability, to provide a faster, more reliable and hence more attractive bus service 	Next	Develop as part of interchange
Midsummer Boulevard Transit Spine	<ul style="list-style-type: none"> transform public transport connectivity within CMK, along central spine of MSB encourage greater public transport use and mode share for trips to / from / within CMK 	Future	Further develop proposals in conjunction with Public Realm
On-Demand Minibus	<ul style="list-style-type: none"> potential to encourage mode shift for trips to and within CMK by attracting users for whom the bus isn't a viable option potential to better serve shift workers, such as nurses and cleaners potential to efficiently serve community transport function 	Next	Roll out subject to on-going feasibility study
Personalised transit (pods)	<ul style="list-style-type: none"> reduced journey times and increased accessibility within CMK increased activity levels 	Next	Dependent on trial
Shuttle bus	<ul style="list-style-type: none"> reduced journey times and increased accessibility within CMK 	Future	Review business case

5.6 A new public transport interchange in CMK would support the wider public realm aspirations of the borough, and enhance the overall quality and attractiveness of public transport.

- 5.7 The detailed design of the facility is still to take place, and following a business case for the scheme, there would be further stakeholder involvement leading to a design that both addresses the needs of the passengers as the first priority and balances all the competing priorities.

Objectives for the new Public Transport Interchange

- 5.8 A number of sub-objectives have been identified for consideration in developing the new public transport interchange. These include:
- supporting public realm aspirations and pedestrianisation of Midsummer Boulevard East (west of Secklow Gate)
 - balancing the total land take requirement with future prime site development opportunities
 - supporting future growth in bus patronage, and to be ‘future-proofed’
 - maintaining good passenger accessibility (including facilities for disabled people) to the retail core and other key attractors
 - providing an enhanced passenger interchange
 - enhancing operational efficiency and service reliability of buses
 - providing for good interchange with any future transit service

Transit Alignment serving wider CMK Measures

- 5.9 There has been recognition of the role that improved public transport has in supporting long-term growth and the success of Milton Keynes and there is an aspiration to further improve the quality and attractiveness of public transport in the borough. In support of this aim there has long been a reserved transit alignment along Midsummer Boulevard, including a 20m (proposed to be reduced to 15m) corridor that runs through the pedestrianised thoroughfare of the intu:mk shopping centre. Ambitions for a future-orientated public transport route through MSB are restated in the CMK Business Neighbourhood Alliance Plan.
- 5.10 There are potential benefits of utilising this alignment to provide a high quality public transport spine connecting the key demand drivers within Milton Keynes. The consultation showed very strong support for the principle of developing this transit alignment.
- 5.11 A transit route along this axis would provide a number of potential benefits:
- enhanced connectivity within CMK, by joining up the key demand attractors of the station, employment area, retail core and cultural quarter with a direct route along a single axis (At present the ‘dog-leg’ movements made by buses and the associated delays at junctions mean that buses do not successfully perform this role.)

- potential to deliver modal shift to bus, through a greater ability to directly serve the retail core and to provide faster journey times to locations throughout CMK and on 'cross-city' services
 - the potential to reconfigure bus (and other) services to feed into the central axis via 'interchange hubs' at either end of Midsummer Boulevard
- 5.12 Buses could then either be rationalised (i.e. serve hubs at either end of MSB) or could run along different routes (e.g. Silbury and Avebury Boulevards) to provide better overall transit accessibility to and within CMK.
- 5.13 While the potential benefits of a direct transit route along CMK are clear, there will need to be further detailed work to understand how this could be implemented in the short and medium term.

Short and Medium / Longer Term Transit Options

- 5.14 There are existing and emerging bus and transit-based vehicle technologies that could enhance the quality of provision to the user, and reduce the negative environmental effects that current buses have due to their emissions. The legal agreement with intu:mk requires vehicles to be zero emission (at point of use) for them to be permitted to run along the reserved corridor alignment through the shopping centre.

Behaviour Change Measures

Key Enablers – Behaviour Change

- 5.15 There is a significant degree of inertia in peoples' travel choices, and this is particularly prevalent for car drivers for whom, by definition, are not easily made aware of the range of quality of alternative choices available to them. To succeed the CMK Transport & Parking Strategy needs to improve non-car travel choices, but also make car drivers aware of the enhanced options available.

Behaviour Change Initiatives

- 5.16 A CMK Behaviour Change plan would complement other aspects of this strategy by ensuring their impact on travel behaviour is maximised. An overview of the Behaviour Change Plan is illustrated in Figure 4.9.
- 5.17 The three core elements of the Behaviour Change Plan are:
- **Travel Planning and Business Engagement:** this element involves Workplace Travel Plans in which employers are incentivised to deploy measures and schemes which encourage use of walking, cycling, bus, and car sharing; Personalised Travel Planning delivered at home in key corridors in which good quality alternatives to the car are available but which are under-used; and events in CMK with attractions such as free bike check sessions, and help with downloading journey planning and activity monitoring Apps;
 - **Marketing:** use of mass media including a public relations campaign to promote active and sustainable travel, with the long term aim of positioning Milton Keynes as being at the forefront of Intelligent Mobility and somewhere offering a choice of lifestyles supported by the latest innovations in transport technology (this will feed off the work of the Transport Systems Catapult);
 - **Travel Information:** easy to use, readily accessible information can make a substantive difference to the attractiveness of unfamiliar modes. A smart-phone enabled journey planner plus improved signage and maps showing walking and cycling routes will play an important part in converting good intentions generated by the travel planning and marketing activity into actual behaviour change.

Summary of Behaviour Change measures (key enablers)

- 5.18 Promoting and encouraging behaviour change is a fundamental element of the strategy. The measures will increase the range of travel options and offer realistic and viable alternatives to single-occupancy car travel.
- 5.19 The specific measures and their key benefits and timescale are set out in Table 5-4, along with the identified next steps towards implementation.

Table 5-4 CMK Strategy – Key Enablers and Behaviour Change Measures

Strategy Measure	Key Benefits	Timescale	Next steps
Behaviour change	<ul style="list-style-type: none"> encouraging choice-led behaviour change popular with public and businesses and will help secure buy-in for strategy 	Now	Develop strategy
Car clubs	<ul style="list-style-type: none"> more efficient use of car parking spaces for employers reduced car use and associated congestion cost savings to individuals compared to ownership 	Next	Feasibility and funding study
Car share	<ul style="list-style-type: none"> increased vehicle occupancy will reduce demand for parking and reduce associated congestion more efficient use of land (reduced parking requirement) 	Now	Feasibility and funding study

6 Implementation & Delivery

6.1 In this Chapter we set out the implementation plan for each of the measures contained within the strategy. These are presented for each measure under the main strategy ‘themes’.

6.2 The implementation plan considers:

- delivery timescale
- key tasks required to deliver each measure
- potential funding sources

The table below summarizes the key intervention themes and projects within the themes to deliver mode shifts.

Walking & Cycling	Parking & Highways	Passenger Transport	Behaviour Change
Wayfinding	Parking Occupancy sensors	New Public Transport Interchange	Behaviour Change Plan
Redway - East-West Cycle Route	Variable Message Signs	Bus Priority in CMK	Car clubs
Well Maintained Redways	Short-term parking supply	MSB Transit Spine	Car share
Cycle Hub & Storage facilities	Additional parking capacity (new permanent capacity)	On-Demand Minibus	Business Engagement & Marketing
Cycle Hire Scheme	Park and Ride sites	Personalised transit (pods)	Travel Plans
Well Maintained underpasses	Parking Permits & Leases	Shuttle bus	Journey Planning

Table 6-1 Implementation Plan

Theme / Package element	Delivery Timescale	Tasks	Funding
Walking & Cycling			
Wayfinding	Now	<ul style="list-style-type: none"> Wayfinding Strategy 	<ul style="list-style-type: none"> MKC Developer
Redway East-West Route	Future	<ul style="list-style-type: none"> Design and feasibility, Consultation, detailed design and Implementation 	<ul style="list-style-type: none"> MKC Developer DfT
Cycle Hire	Spring 2016	<ul style="list-style-type: none"> Facilitate installation Partner key stakeholders and steering group for implementation, information and marketing plan 	<ul style="list-style-type: none"> Private contributions to capital Sponsorship and revenues offset ongoing operating costs
Public Transport			
New Public Transport Interchange	Future	<ul style="list-style-type: none"> Business Case Development - develop scheme definition, business case, consultation In principle funding approval, detailed design Final approval Procurement & implementation 	<ul style="list-style-type: none"> MKC Developer Major scheme (Growth fund)
Bus Priority in CMK	Next	<ul style="list-style-type: none"> West of proposed bus station Priority to integrate with new interchange 	<ul style="list-style-type: none"> MKC Developer
MSB Transit Spine	Future	<ul style="list-style-type: none"> Scheme development, business case, consultation, approvals and Procurement and implementation 	<ul style="list-style-type: none"> MKC Developer Major scheme
On-Demand Minibus	Next	<ul style="list-style-type: none"> Initial trial / pilot Potential roll out / expansion 	<ul style="list-style-type: none"> MKC funding for set up support likely Technology / innovation grant funding Operator funding
Personalised transit (pods)	Now	<ul style="list-style-type: none"> Initial trial / pilot Extended trial Potential roll out / expansion 	<ul style="list-style-type: none"> Innovation funding Potential commercial operation MKC for enabling and infrastructure works

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Theme / Package element	Delivery Timescale	Tasks	Funding
Shuttle bus	Future ¹¹	<ul style="list-style-type: none"> Review case for shuttle service Trial / pilot and roll-out 	<ul style="list-style-type: none"> MKC Operator revenues but likely shortfall
Highways & Parking			
Parking Occupancy sensors	Now	<ul style="list-style-type: none"> Business case and planning and wide scale roll-out 	<ul style="list-style-type: none"> MKC Developers/commercial operators
Variable Message Signs	Now	<ul style="list-style-type: none"> Planning, design and procurement and Installation of VMS 	<ul style="list-style-type: none"> MKC
Short-term parking supply	Now	<ul style="list-style-type: none"> 800 permanent spaces 	<ul style="list-style-type: none"> MKC
Additional parking capacity Longer-term capacity	Next	<ul style="list-style-type: none"> Proposals/business case/consultation/procurement and implementation 	<ul style="list-style-type: none"> MKC Commercial operators/developers
Park and Ride sites	Future	<ul style="list-style-type: none"> Phase implementation of up to 3 additional sites 	<ul style="list-style-type: none"> Major scheme funding Developer / private operator
Behaviour change			
Behaviour change	Now	<ul style="list-style-type: none"> Develop behaviour change strategy 	<ul style="list-style-type: none"> MKC Employer DfT funding
Car clubs	Next	<ul style="list-style-type: none"> Develop strategy and review funding opportunities / submit funding bids. Start up and roll out 	<ul style="list-style-type: none"> MKC DfT Car Club funding to support start up Commercial operation
Car share	Now	<ul style="list-style-type: none"> Develop plan including employee engagement and review of technology enablers (e.g. Apps) Start-up / roll out 	<ul style="list-style-type: none"> MKC Employer Innovation funding

¹¹ Shuttle bus implementation dependent on outcome of on-demand minibus and pod trials and subsequent roll out. If on-demand minibus successful then this should perform the role that shuttle bus would otherwise cater for.

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