The O_2 Travel Plan

Developing local solutions together – Greenwich Council and AEG Europe

Kim Smith - Transportation Planning & Strategy Manager, Greenwich Council
Geoff Symonds – Head of Transport, AEG Europe

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A (brief) History of The Peninsula

- Former gasworks 190 acre site
- Largest contaminated brownfield site in Europe
- HCA interventions on Peninsula - remediation, facilities, transport
- Terry Farrell's Masterplan, built out by developers Meridian Delta Limited (Quintain Estates/LendLease), who sought to resolve sticky issue of the Dome in 2004
- Planning consent for mixed use phased over 15 years
  - 10,000 new homes (38% affordable)
  - Business district for 30,000 workers
  - 350,000 m^2 commercial / 34,000 m^2 retail
  - 52,000m^2 leisure use
  - 24,000 jobs

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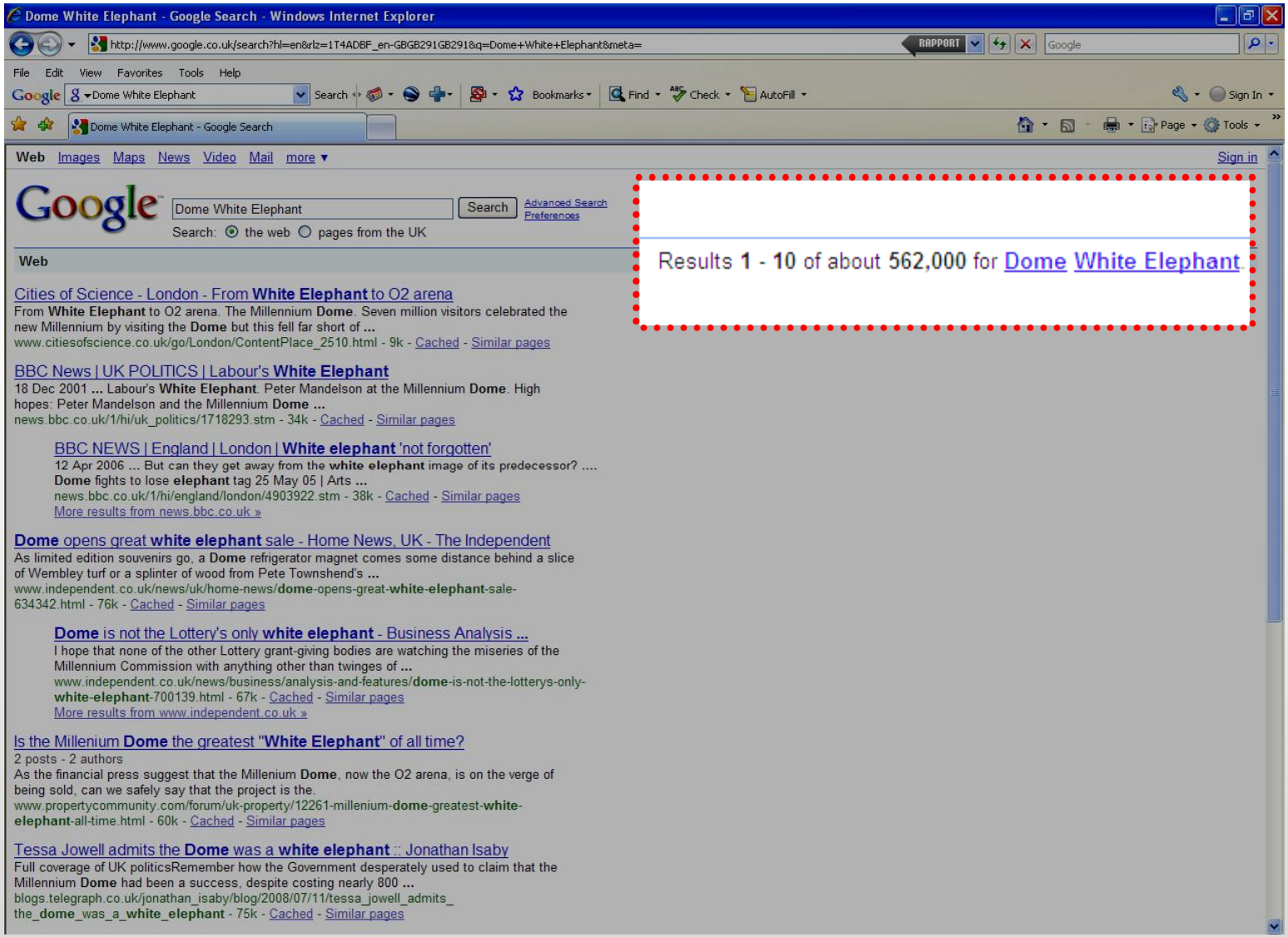
The O2 – its got history



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Greenwich Peninsula Today

- £5 billion investment of private funds
- Major London Thames Gateway Project
- Builds on success of Canary Wharf & Excel (New West End for New City)
- 190 Acres – larger than Soho, 2.5 times size of Canary Wharf
- The O_2 sets entertainment leisure tone of district with a £350 million investment, 2,500 jobs
- AEG next phases:
  - Phase 2 of Entertainment District
  - Hotel, ballroom and office schemes
  - Roof top walk

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About AEG

- **World class sports and music arenas**
  - LA - STAPLES Centre
  - NYC – Nokia Theatre
  - Las Vegas – Caesar's Palace Colosseum
  - O2 World Berlin / O2 World Hamburg
  - Stockholm Sony Ericsson Globe

- **World's biggest owner of sports teams & events**
  - LA Kings, LA Lakers, LA Galaxy
  - David Beckham Academy
  - The ESPN X Games

- **AEG Live** – world's second biggest concert promoter – e.g. Justin Timberlake, Bon Jovi, Paul McCartney, Celine Dion

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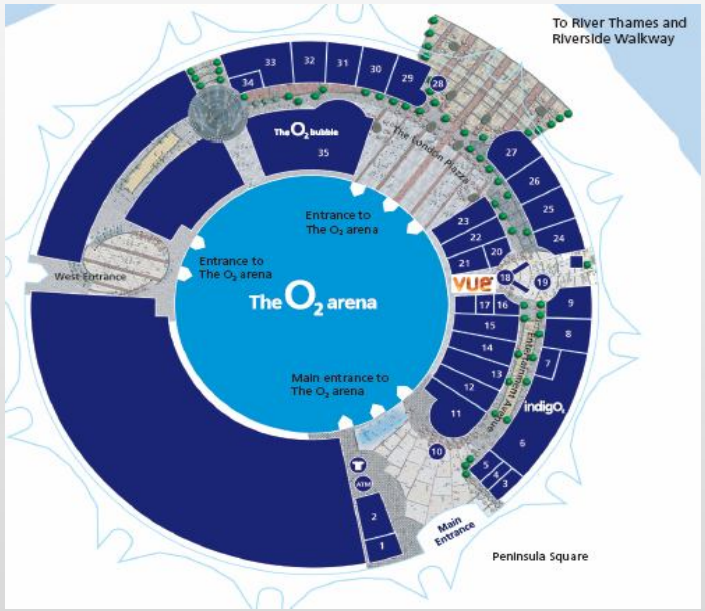
The O_2 – key points

- 20,000 capacity arena
- Purpose built, fully flexible
  - Earls Court (1930s) 18,000
  - Wembley Arena (1930s) 12,000
- 24 tenants, restaurants, bars, cafes,
- Entertainment anchors
  - Cinema / exhibition centre
- 140 events 08, 179 in 2009, 185 in 2010
- Music, sport, conferences, family shows



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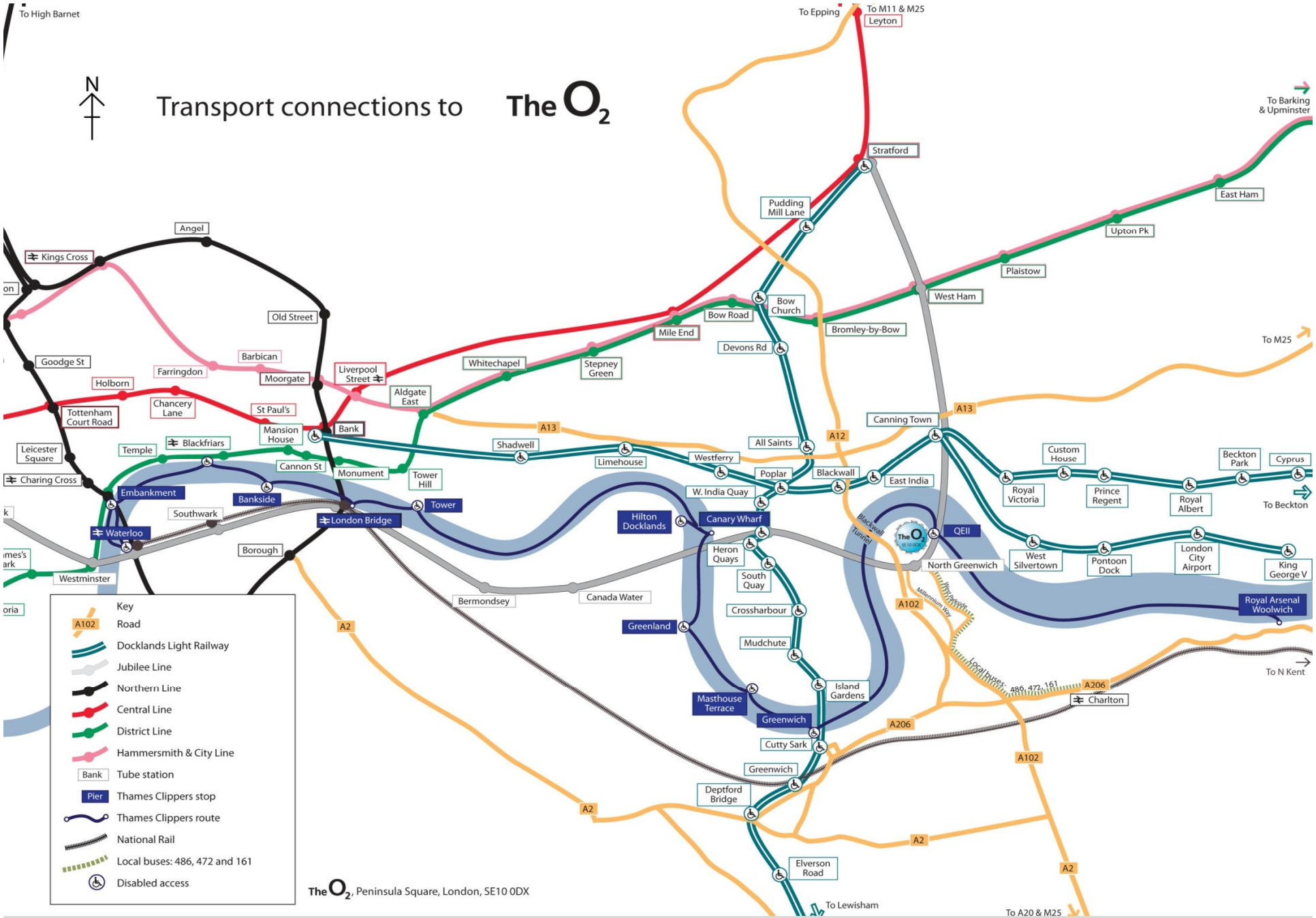
Transport connections to The O2



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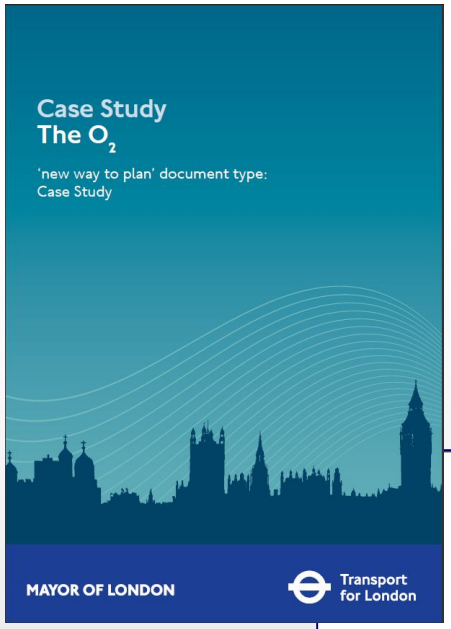
The O_2 Travel Plan

- Section 106 obligation
- Agreed in May 2007 by:
  - Greenwich Council
  - TfL
  - GLA
- 98 targets
- 14 months negotiation – Exemplar Travel Plan
- Key stakeholder buy in
- 20 year monitoring programme
- Biannual monitoring & review
- Survey of key events every year / all travel modes
- Monitoring, mode split and staff targets
- Creation of a Transport Forum
- Key part of the Greenwich Peninsula Bus Strategy



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Target summary

- 75% of customers / 90% staff to travel by non car modes.
- Employ 40% staff from within Greenwich.
- Appoint a river boat operator to serve the venue.
- New station escalators to enhance station capacity.
- New bus routes to south east London and 24hr bus services.
- Setup a controlled parking zone on the Greenwich Peninsula.
- Develop traffic management and signage strategies.
- Parking pricing policy to disincentivise car-use.
- Sustainable travel promotional hierarchy.
- Event management plan for all transport modes.
- Monitor transport demand for two events within the first three months and then two events annually.

	Car	**M/cycle**	**Taxi**	**Bus**	**Tube**	**Coach**	**Cycle**	**Walk**	**River**
Vistor Target	*23%*	*1%*	*2%*	*9%*	*52%*	*9%*	*1%*	*1%*	*3%*
Staff Target	7%	1%	1%	52%	30%	n/a	5%	3%	1%

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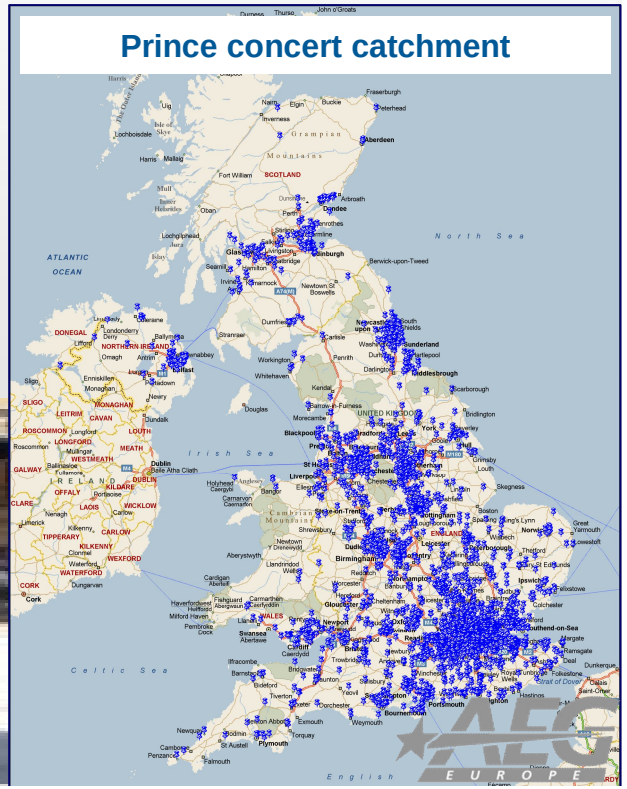
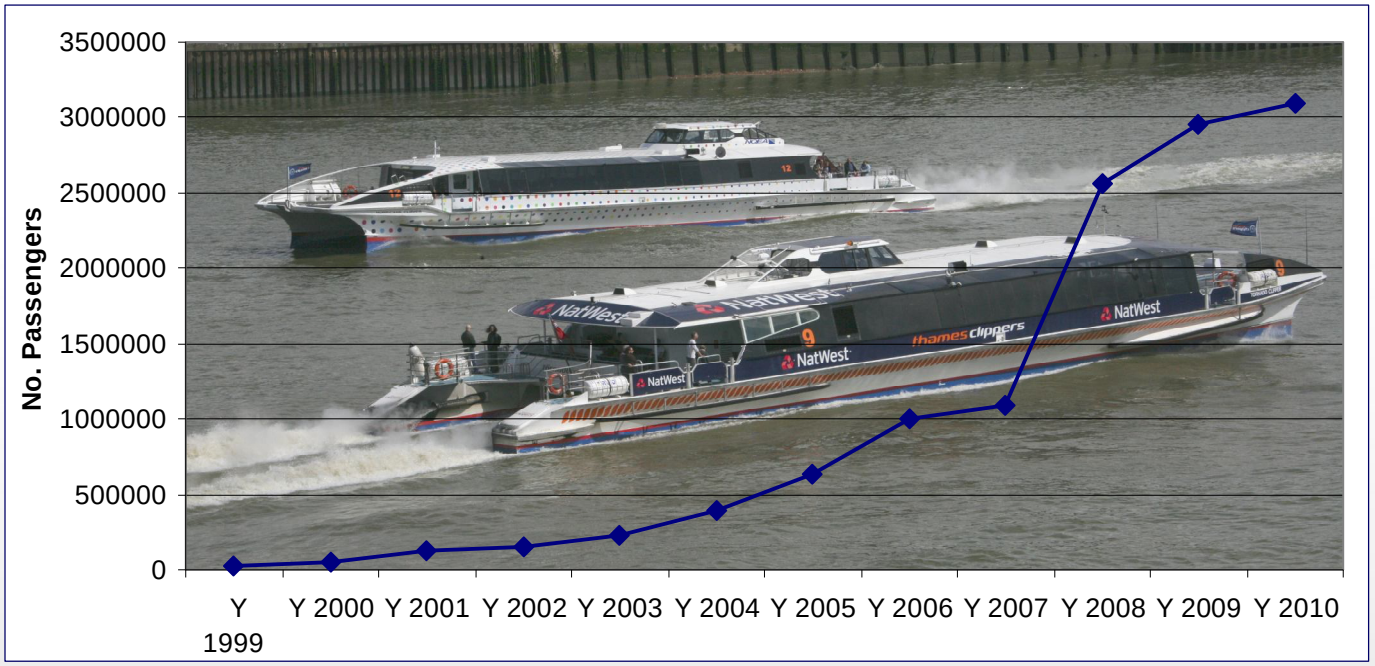
Results summary 2007-2009

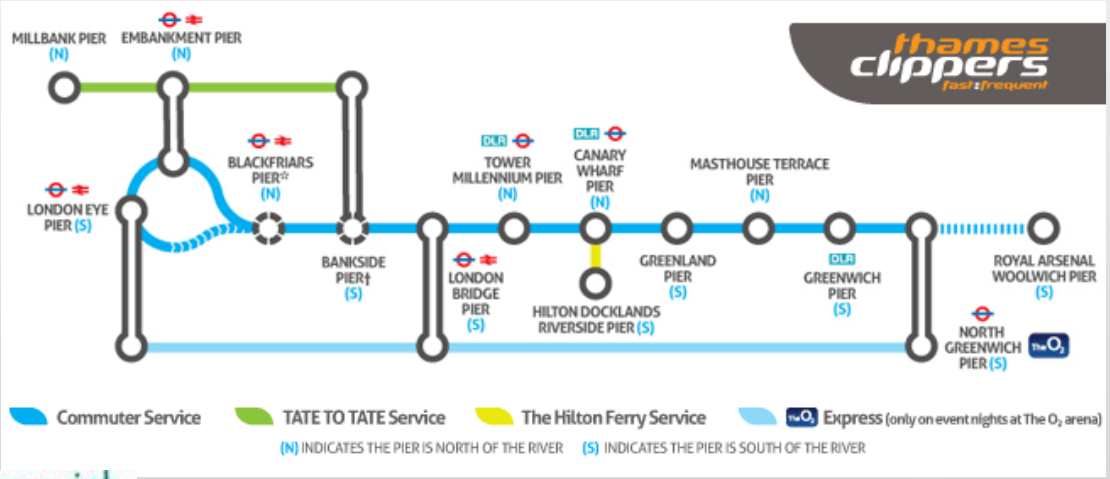
	Car	M/cycle	Taxi	Bus	Tube	Coach	Cycle	Walk	River
Travel Plan Target	*23%*	*1%*	*2%*	*9%*	*52%*	*9%*	*1%*	*1%*	*3%*
Typical event	15-25%	<1%	1-2%	8-12%	55-65%	<1%	<1%	<1%	3-6%
Staff Target	*7%*	*1%*	*1%*	*52%*	*30%*	*n/a*	*5%*	*3%*	*1%*
Staff	5%	<1%	1%	33%	59%		<1%	2%	<1%

- 75% of guests and 95% of staff travel by non-car modes
- Up to 65% by Jubilee Line
- 87 out of the 98 targets met
- Event genre travel patterns
- Two new bus routes, three 24hr routes (GP bus strategy)
- Bi-monthly transport forum
- AEG purchase Thames Clippers 2007 - £25 Million
- Over delivery of event monitoring and surveys



Thames Clippers passenger growth





Clippers get 'Oysterised'

By MARINA THOMAS
marina.thomas@archant.co.uk

MAYOR Boris Johnson has called the Oyster card integration of Thames Clippers a 'historic day' for the river.

From November, commuters will be able to use their Oyster card on the capital's Thames Clippers river network which Johnson hopes will ease tube and bus congestion.

Thirty organisations have signed up for the River Concordat which Johnson believes will provide a genuine and attractive alternative for commuters.

Monday also saw the launch of a new frequent commuter service between London Bridge and Canary Wharf with a journey time of 10 minutes.

The move in November will see Oyster card users get a 10 per cent discount over cash purchasers.

Johnson told *The Docklands*: "I hope it will set a precedent for other cities around the world. It will make a massive difference and is a much more pleasant journey for people.

"No one is going to pretend it's the only solution but it's something we can do that will make quite a lot of difference," he added.

Picture by James O Jenkins

The project also includes a £1.5 million extension of Tower Pier so additional services can operate.

Sean Collins, managing director of Thames Clippers which celebrate its 10th anniversary in May, said: "We hope it will raise the profile of river travel and unlock London's best kept secret.

"There are no red lights. It's going to offer an attractive alternative to people that don't like using the tube," he added.

The news comes after a long battle to integrate the river into London's transport system.

The Mayor said ticketing, piers and passenger information would be improved as part of the Concordat.

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A successful partnership

- **Transport Project Partnership of the Year!**
- **AEG Europe and Greenwich Council**
- **London Transport Awards, March 2010**

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Transport video summary

However…….

Tuesday 25 August 2009 | 50p | NEWS EXTRA

London Evening Standard

standard.co.uk

Adam Sandler
Hollywood's guilty pleasure
Pages 18 & 19

Fashion Style&Sex
PAGES 23-27

INCLUDING: RIHANNA AND THE WILD THINGS, FASHION'S FAMILY AFFAIR AND OUR SEX COLUMNISTS' QUESTION OF THE WEEK...
WOULD YOU LEND YOUR NEW GIRLFRIEND A GRAND?

BORIS ANGER AT TUBE HOLD-UPS

£500M UPGRADE TO JUBILEE LINE IS RUNNING LATE

MORE WEEKEND CLOSURES WILL HIT O2 CONCERTS

Dick Murray
Transport Correspondent

BORIS JOHNSON today read the riot act to the private firm causing chaos for Tube passengers.

The Mayor made clear his fury after it emerged there were "grave doubts" whether a £500 million upgrade to the Jubilee line would be completed by Christmas.

The troubles on the Jubilee symbolise the worst aspects of the £30 billion, 30-year modernisation of the Tube and will mean more crippling weekend closures.

Mr Johnson branded the performance of private contractor Tube Lines "simply unacceptable" and said he was "hugely frustrated" by the delays. Despite being the newest line, the Jubilee line has suffered full or part closures every weekend this year.

Another 12 are planned before the end of December, but Tube Lines is demanding even more shutdowns to get the work done. The company, which made a £73 million pre-tax profit in 2007/8, had initially promised to finish the upgrade by June.

Journeys to the O2 arena in Greenwich have been badly hit. Beyoncé and Madonna fans complained of a transport nightmare when trying to get home after the concerts. Some took six hours.

A spokeswoman for O2 said: "This whole process has been extremely frustrating for everyone involved. We have already had to deal with over 100 line closures in the last two years." Mr Johnson said passengers'

Continued on Page 8

Playing doubles: former Wimbledon tennis champion Martina Hingis was today named as a contestant in the latest series of Strictly Come Dancing. Other stars include boxer Joe Calzaghe FULL LINE-UP Page 3

COME DANCING, MARTINA

Jackson doctor hits back over 'killer' claims

MICHAEL JACKSON'S doctor has accused police of twisting events in the singer's last hours after his death was ruled to be homicide.

A lawyer for Dr Conrad Murray, who administered a series of drugs to the 50-year-old star before he died, denied any wrongdoing and said the doctor had not left Jackson alone after giving him a powerful anaesthetic which the singer called "his milk".

Full story Page 5

Brown takes axe to public spending

GORDON BROWN is to outline a string of "compassionate cuts" in public spending to persuade voters the Government is tightening its belt.

Mr Brown will use an autumn fightback to claim that Labour is serious about getting the country's finances back into the black.

Meanwhile, the Prime Minister today holds talks with Israel's premier as pressure mounts for him to end his silence over the Lockerbie bomber.

Full story Page 2

thelondonpaper

www.thelondonpaper.co TUESDAY 25 AUGUST 2009

JACKO DOC SAYS POLICE 'TWISTED' HIS WORDS
NEWS 5

LETHAL CLUB DRUG TO BE BANNED
NEWS 6

ALEX: I WON'T GO WITH THE FLO
THEBUZZ 18-19

BORIS BLASTS 'UNACCEPTABLE' DELAYS TO UPGRADE

JUBILEE LINE CHAOS MAY LAST TO 2010

BEVAN HURLEY
@thelondonpaper.com

PASSENGERS face more Tube woe after it emerged that weekend closures on the Jubilee line could last until well into 2010.

Transport chiefs admitted there were "grave doubts" over whether the £500m upgrade of the busy line would be completed by Christmas.

Underground maintenance company Tube Lines and contractor Bechtel have closed the line every weekend this year, wreaking havoc on millions of journeys.

The work has badly affected The O2, with Beyoncé and Madonna fans complaining of six-hour journeys to get home after concerts.

Another 12 weekend shutdowns are planned before the end of December, but Tube Lines is demanding even more to get the work done.

A report from London Underground today can't doubt on whether the work would be completed this year.

Managing director Richard Parry said: "Regrettably we now have grave doubts over Tube Lines' and Bechtel's ability to deliver the upgrade of the Jubilee line by the end of December, which they are contracted to do."

Calling for an independent review, he accused the companies of failing to keep them informed, saying: "We no longer have any confidence in what they are telling us."

Boris Johnson blasted the delays and said the work had "stretched the patience of Londoners and business almost to breaking point".

The Mayor added: "Tube Lines must get its act together. I am hugely frustrated at their progress, it is unacceptable."

Jo DeBank, of London Travel Watch, said: "Sadly it means more suffering for poor old Jubilee line passengers."

Tube Lines, which posted a £73m pre-tax profit in 2007/8, originally said it would have the work finished by June.

Today a spokeswoman said the firm believed it would finish the upgrade this year.

The work is set to increase the line's capacity by a third.

COMMUTERS' VIEWS: P4

ANGRY | Boris Johnson

WOOD AND COLE FIRED UP

Meet the hottest couple on this year's *Strictly Come Dancing*. Rock chick Jo Wood, 53, is set to show Rolling Stone Ronnie what he's missing, with the expert teaching of Iothario Brendan Cole. BBC One announced the line-up today as the stars begin training ahead of the first show next month SEE P3

SPORT P33-35

Flintoff urges England to build on Ashes win

PLUS Hammers hit by Collison tragedy

WEATHER P2

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Transport challenges for the Borough

The positive working relationship between AEG and the Council, has helped major, and sometimes unexpected, challenges in transport shortfall to be successfully overcome, including:

- No Jubilee Line most weekends (2009 – 2010)
- Bus station closures
- Bus capacity problems during tube closures
- No Blackwall tunnel Sun – Thurs 21:00 – 05:00 until 2012
- Looming taxi shortage at North Greenwich
- A world class venue with world class transport?

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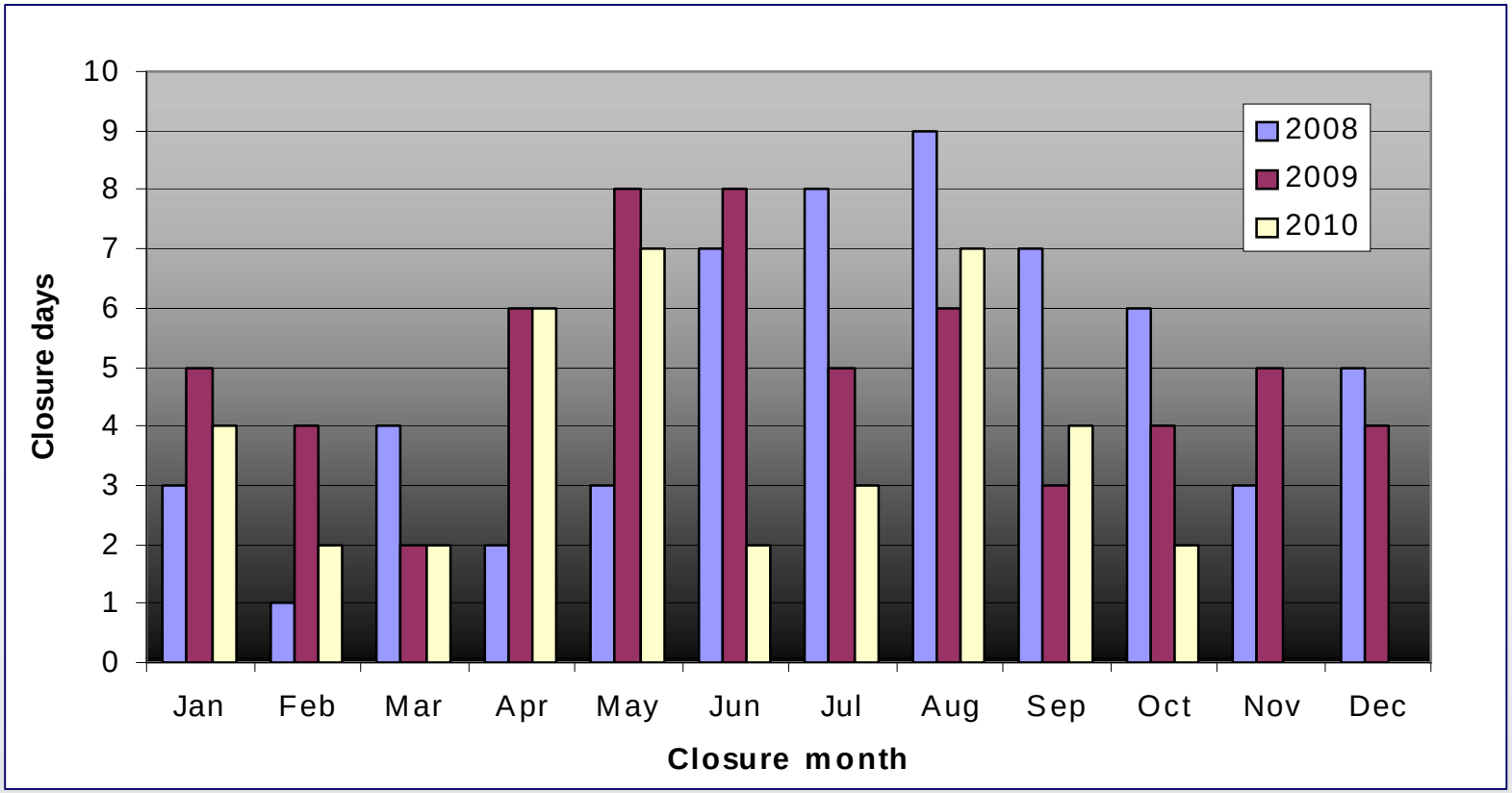
Jubilee Line closures 2008- 2010



- **Total 2008: 57 closure days – 140 events at The O2**
- **Total 2009: 60 closure days – 179 events at The O2**
- **Total 2010: 42 closure days – 180 events at The O2**

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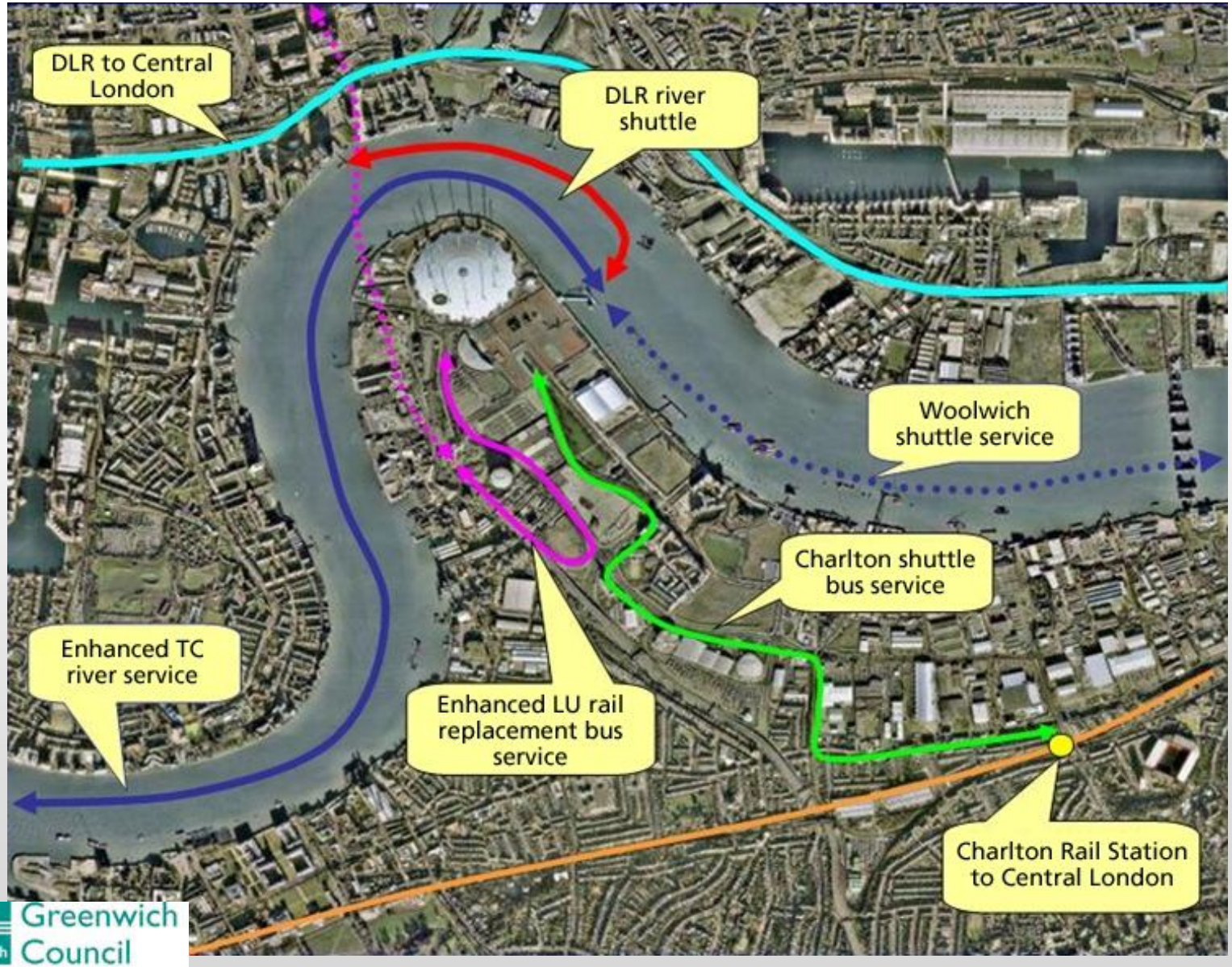
Jubilee Line closures - transport strategy

- **Travel Plan strategy and stakeholder engagement**
  - Crucial for the delivery of replacement services
  - Pragmatic approach by Greenwich Council due success to date of The O2 Travel Plan
- **Car parking**
  - 2,200 permanent spaces + 1,500 temporary spaces (3,700 in total)
  - Traffic management in partnership with Greenwich Council, BWT, LTCC
- **Shuttle to Charlton station**
  - Bus link + enhanced train service to central London (Jan- Jun 09. 4,000 people/hr)
- **LU replacement services**
  - New cross river link – The O_2 – East India DLR (2,000 people / hr)
  - Bus services to Canning Town, West Ham, Stratford (2,000 people / hr)
- **Thames Clippers**
  - The O_2 Express and scheduled services (prebook only, 2,000 people / hr)
- **Local bus services** (eight routes, 1,500-2,000 per hr)
- **Taxis / pick up / drop off trips**

Summary of replacement services 2008-2010



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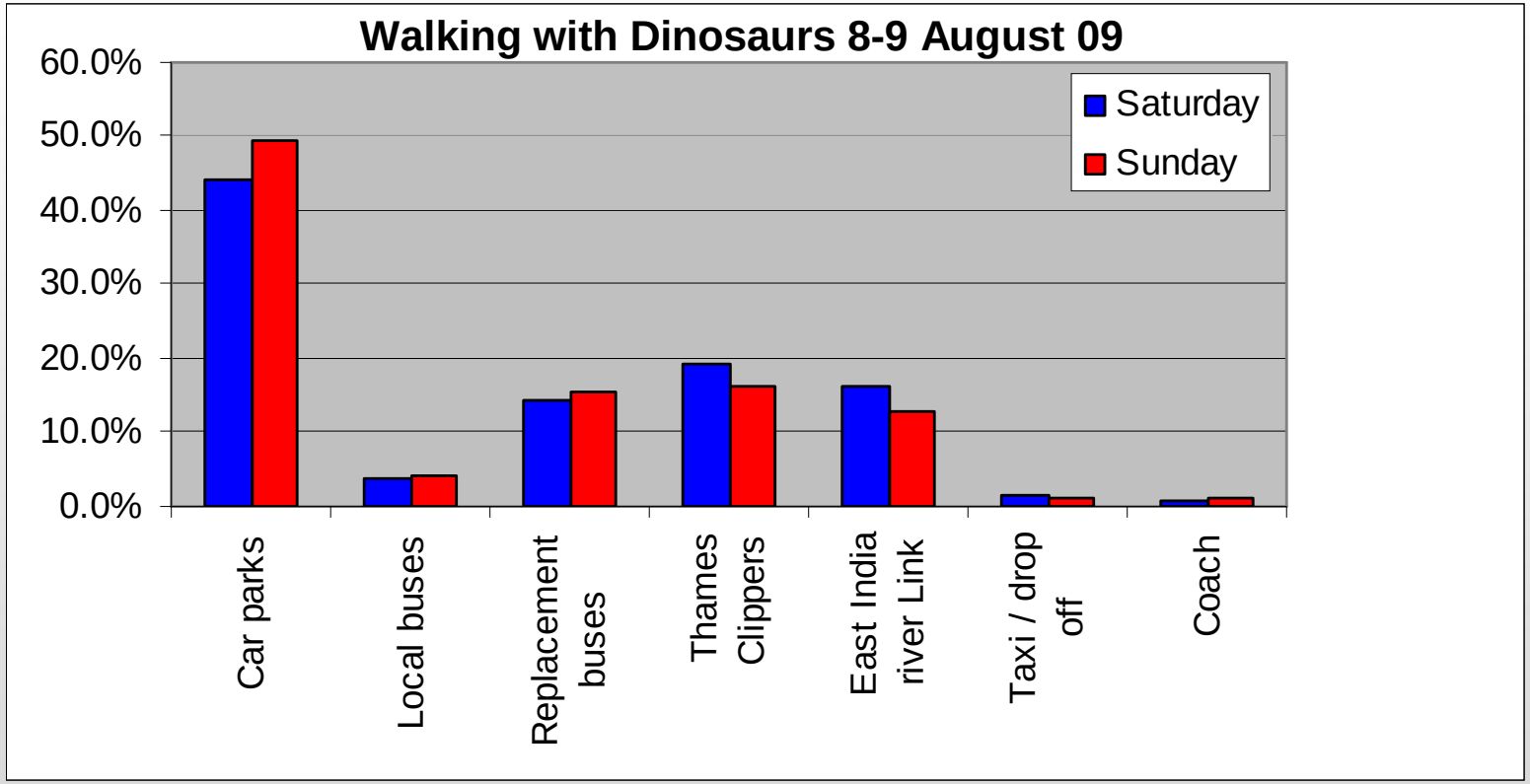
Approximate mode split during tube closures

	Car	M/cycle	Taxi	Bus	Tube	Coach	Cycle	Walk	River
Travel Plan Target	*23%*	*1%*	*2%*	*9%*	*52%*	*9%*	*1%*	*1%*	*3%*
Typical event	15-25%	<1%	1-2%	8-12%	55-65%	<1%	<1%	<1%	3-6%
Tube closure avg	40-55%	<1%	2-4%	15-20%	N/A	<1%	<1%	<1%	20-30%



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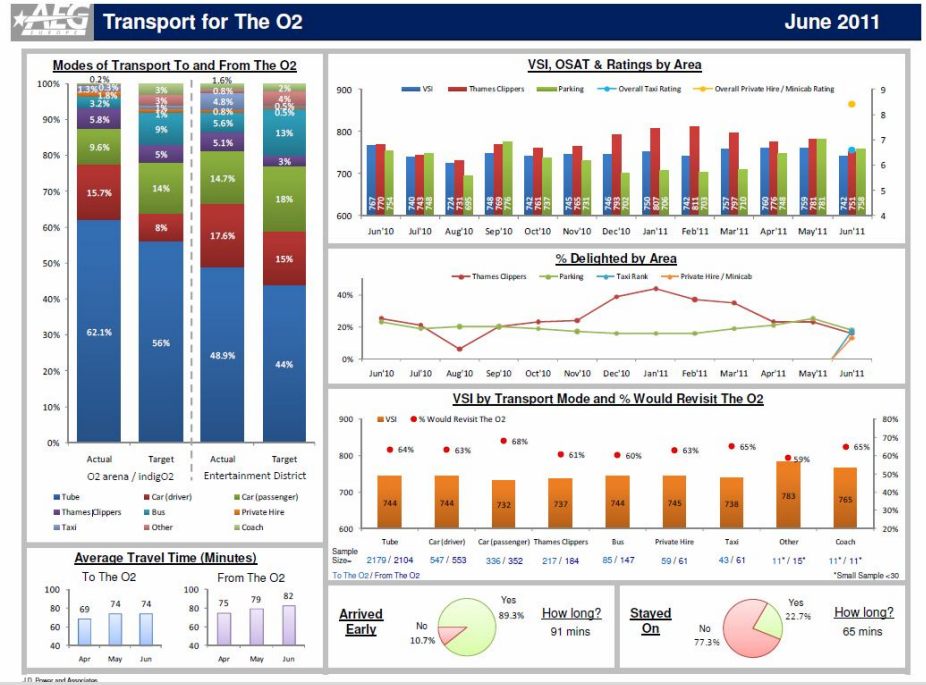
2011 – Post Jubilee Line upgrade

	Car Driver	Car Passenger	Motorcycle	Taxi	Bus	Tube	Coach	Cycle	Walk	River
Travel plan target 2007-2009	8%	14%	1%	2%	9%	52%	9%	1%	1%	3%
Typical event pre tube closures	8-12%	8-15%	<1%	1-2%	8-12%	55-65%	<1%	<1%	<1%	3-6%
Tube closure average	20-25%	30-35%	<1%	2-4%	15-20%	N/A	<1%	<1%	<1%	20-30%
Travel plan target 2009-2012	8%	14%	1%	2%	9%	56%	3%	1%	1%	5%
Post tube closures 2010	16-27%	8-14%	<1%	2-3%	3-5%	50-58%	1-2%	<1%	<1%	2-4%
2011 to date	16-18%	10-11%	<1%	2-5%	3-5%	55-62%	<1%	<1%	<1%	5-7%



- **2010**
  - Increase in car use and taxi demand following 18 months of tube closures
  - Reduction in tube, bus and similar river use
- **2011**
  - Reduction in car use versus 2010
  - Increase in tube back to 2009 levels,
  - Increase in river use
  - Dec 2011 Blackwall Tunnel upgrade complete
  - New monitoring system with JD Power
  - The cable car is coming…….!

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London’s first Cable Car

- Opens June 2012
- 2,500 capacity per hour each way
- 5 minute crossing time
- Operated by Transport for London

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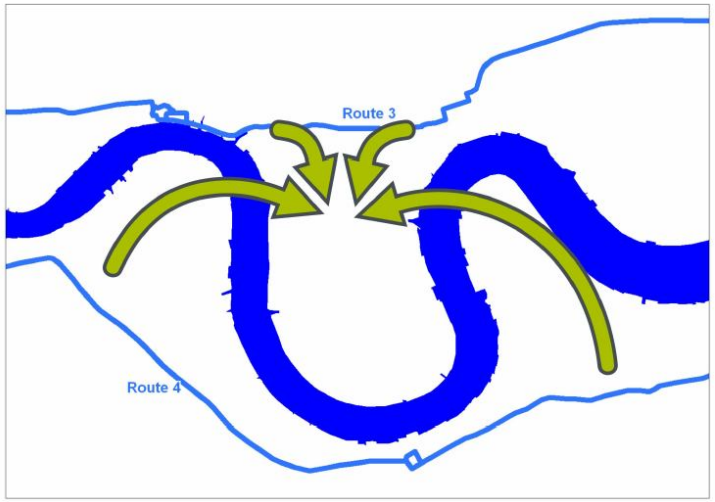
Evolving strategy

- Agree new Travel Plan targets for 2012 with new Cable car link
- An enhanced Jubilee Line,
  - Faster event clearance time, within 35 minutes
  - Train every 2 minutes
- Continue to reverse the trend in parking demand
- Pre-booked parking only
  - Penalise those who don't
  - No overflow parking
  - Remain at 2,200 spaces
- Peninsula bus strategy review
- 'See you soon' public transport messages
- Thames Clippers
  - Further integration / fare alignment
  - Explore expansion opportunities
- The clear need for resilience
  - Cross river links – paramount
  - Silvertown crossing
- Adapt Travel Plan to accommodate new development



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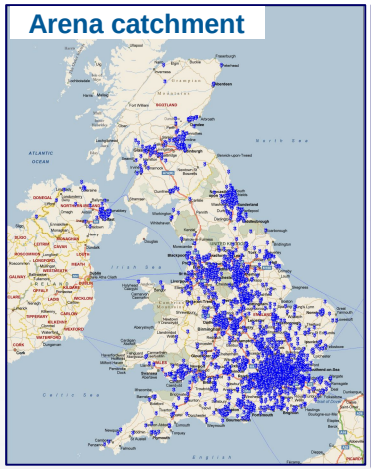
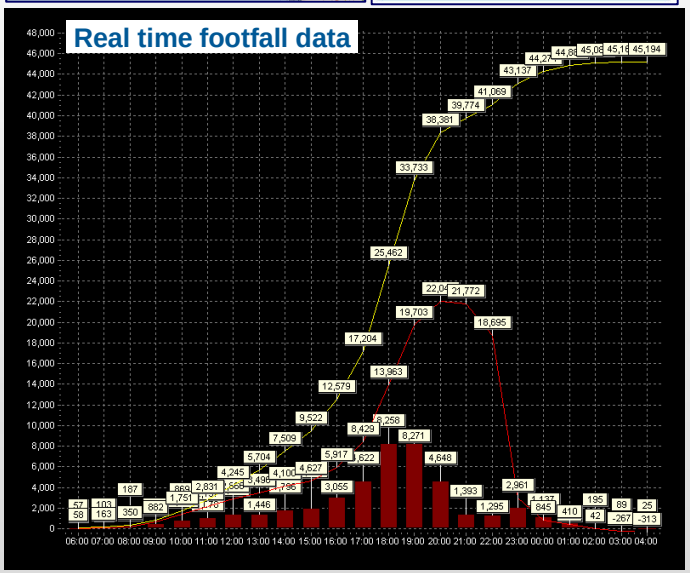
What’s in it for me?

- **Demand / event management**
  - Transport demand for each event type
  - Identify event genre transport patterns
  - Budget forecasting e.g. for Clippers / car parking
- **Commercial benefits**
  - Focused marketing
  - Effective strategy = positive customer experience
- **Partnership approach at all levels**
  - Strategic relationship with key stakeholders
  - Reduces barriers to reach common goals
- **Business continuity**
  - Resilience & contingency planning
  - Robust baseline for future planning applications
  - Strategic planning – steer for future transport projects
  - 2012 planning





London Underground

AEG Europe

Greenwich Council

Homes & Communities Agency

Transport for London

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Any questions?

The O2 taxi driver reward scheme

Results to date

- Cabbies had to make a set amount of trips to have the opportunity to win a pair of tickets to an event
- 1st round = 248 drivers signed up / 42 pairs of tickets issued (24 trips over 9 events)
- 2nd round = 234 drivers signed up / 28 pairs of tickets issued (42 trips over 15 events)
- 3rd round = 252 drivers signed up / TBC tickets (50 trips over 18 events)
- 4th round = 122 trips over 42 events
- 10% increase in taxi supply on average to date post show!
- Amount of visitors travelling home from The O2 during period when the scheme was live increased from 2.8% to 5.2%
- Brit Awards – 2,650 passengers and 845 taxis!

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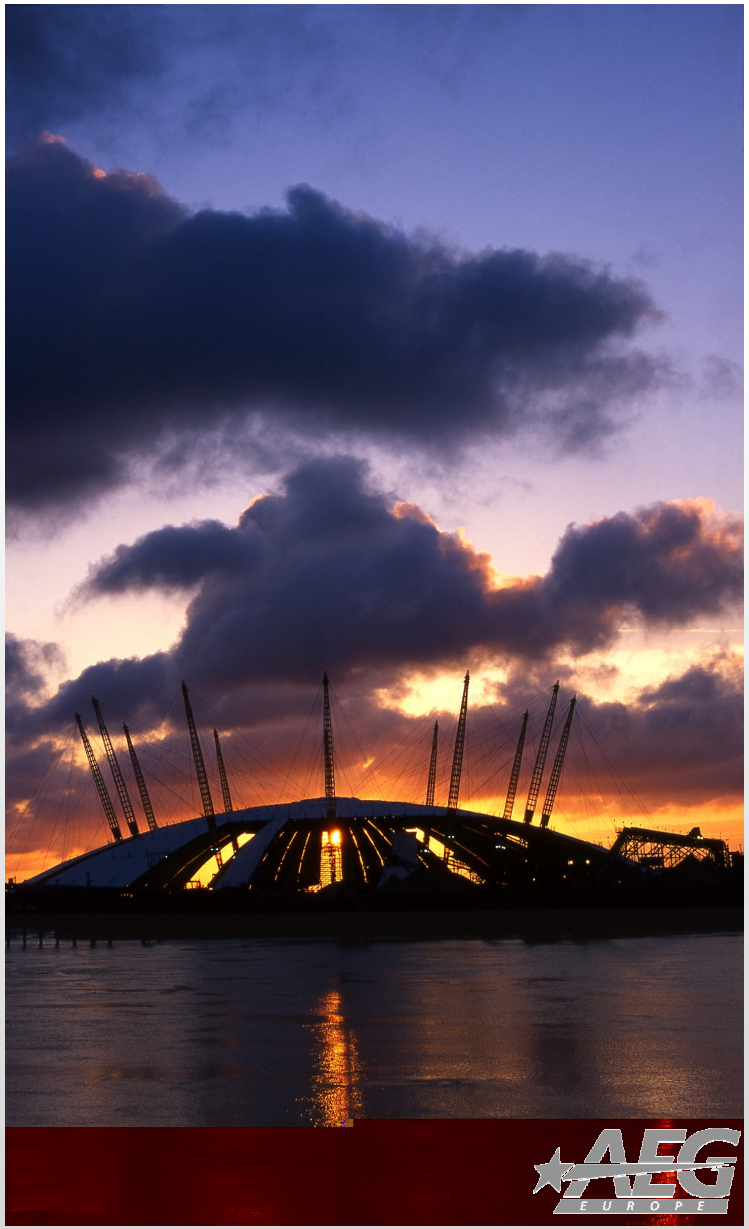
AEG on Greenwich Peninsula

- AEG negotiated the deal for the Dome in 2004
- Commitment to Government to build an arena
- At a minimum cost of £120m to ‘regenerate the Dome’
- Planning permission 2005
- Construction began May 2005
- Part of the London 2012 Olympic Bid July 2005
- The O2 opened 24th June 2007
- £350 million Phase 1
- 2500 FTEs



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100 venues worldwide

Including:

AEG FACILITIES

AEG EUROPE

Stockholm, Sweden
The Globe
Annexet
Hovet
Soderstadion

London, England
The O2 Arena
The Bubble
Indigo2

Hamburg, Germany
Color Line Arena

Berlin, Germany
The O2 World

Minneapolis, Minnesota
Target Center

West Valley City, Utah
E-Center

Indianapolis, Indiana
Conseco Fieldhouse

Hartford, Connecticut
XL Center

Las Vegas, Nevada
Las Vegas Arena

Glendale, Arizona
Jobing.com Arena

Rentschler Field

Kansas City, Missouri
Sprint Center

Newark, New Jersey Prudential Center

Charlotte, North Carolina Charlotte Bobcats Arena

Los Angeles, California
Nokia Theatre L.A. Live

San Antonio, Texas
AT&T Center

Kemper Arena

American Royal Center

STAPLES Center

Citizens Business Bank Arena

Toyota Sports Center

ADT Event Center

The Home Depot Center

The Arena at the Anaheim Convention Center

Beijing, China
Beijing Olympic Basketball Arena

Delhi, India
Delhi International Convention Centre

Shanghai, China
Shanghai Arena

Doha, Qatar
Qatar National Convention Centre

Kuala Lumpur, Malaysia
Kuala Lumpur Convention Centre

Darwin, Australia
Darwin Convention Center

Cairns, Australia
Cairns Convention Centre and Arena

Brisbane, Australia
Suncorp Stadium

Brisbane Convention Centre

Brisbane Entertainment Centre

Perth, Australia
Subiaco Arts Centre

His Majesty's Theatre

Playhouse Theatre

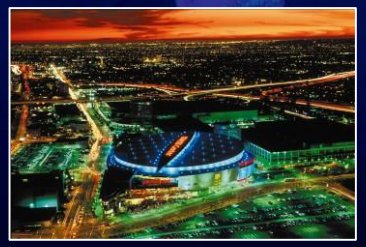
Perth Concert Hall

Sydney, Australia
Acer Arena

Newcastle, Australia
Newcastle Entertainment Centre

Acer Arena, SYDNEY

NOKIA Theatre, NYC



STAPLES Center, LA