

Cardiff Peninsula - Plot 1

Framework Travel Plan

Client: Orion Land and Leisure Ltd

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QUALITY MANAGEMENT

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1. INTRODUCTION

1.1 Overview

- 1.1.1 Apex Transport Planning Ltd ('Apex TP') has been commissioned to produce a Framework Travel Plan (FTP) in relation to a planning application for a proposed senior living accommodation development at Empire Way, Cardiff, situated within the larger Cardiff Bay peninsula masterplan.
- 1.1.2 The site is currently serving as a car park between the white-water rafting centre and the existing Cardiff Pointe development, which serves the uses within the surrounding area.
- 1.1.3 The proposals are for senior living accommodation with associated car parking, cycle parking, and landscaping consisting of 77 apartments with associated communal uses in a mix of one and two bedroom apartments. Access would be obtained from the northern boundary of the site via a new priority junction onto Empire Way.
- 1.1.4 The Local Planning Authority and Local Highway Authority (LHA) are Cardiff Council.
- 1.1.5 A separate and standalone Transport Statement (TS) has been submitted with the planning application and this assesses the impact of the development on the highway network. This FTP sets out measures to encourage the use of sustainable modes of transport and reduce the reliance on private car use for trips to and from the site. This has utilised information from within the TS, where appropriate and should be read alongside the submitted TS.

1.2 Travel Plan Approach and Commitment

- 1.2.1 This Travel Plan sets out measures and an action plan for positively influencing staff and visitor travel patterns to encourage sustainable modes of transport and reduce the reliance on private car use for trips to and from the site. The implementation of measures will also assist in constraining vehicle trips and minimising parking demand.
- 1.2.2 Due to the nature of the senior living accommodation, some of the residents are less likely to own a car and more likely to use mobility scooters to travel off the site. As such, regular movements would be from some of the residents, as well as staff and visitors, including staff potentially leaving the site at break times. The location of key facilities within a short distance will be a benefit to residents / visitors / staff and is consequently considered a positive feature of the development.
- 1.2.3 In addition, the site will provide shared space within day rooms for living and dining, and communal gardens. These are also positive features which will benefit residents by allowing access to facilities which can be accessed on foot internally within the site.
- 1.2.4 As such, the Travel Plan provides measures to minimise the level of vehicle movements generated by the users of the site.
- 1.2.5 The applicant is committed to minimising the negative impacts of travel on the local environment, community and economy and recognise the importance of reducing the reliance on the car, providing sustainable travel choices for employees and visitors and promoting greener, cleaner travel.
- 1.2.6 Travel Plans are evolutionary documents that should be regularly updated. In this way, plans can be reviewed and tailored to take account of ongoing changes in travel patterns. It is, therefore, intended that this FTP is a starting point for the travel plan process and that the full Travel Plan should be conditioned and produced prior to occupation.



1.3 Policy

- 1.3.1 This FTP has been prepared considering national and local policy and guidance, namely:
 - Future Wales: The National Plan 2040
 - Planning Policy Wales Edition 12 (PPW12)
 - Manual for Streets (2007)
 - Active Travel Act Guidance (2021)
 - Cardiff Local Development Plan

1.4 Site Location and Context

- 1.4.1 The site is located south of Empire Way between the white-water rafting centre and the existing Cardiff Pointe development. It lies within the southern area of Cardiff, c.150m north of Penarth and c.600m northeast of Cogan Rail Station.
- 1.4.2 The surrounding uses are leisure and residential. It is bounded to the west by Cardiff International white-water rafting centre, and to the north by Cardiff International Pool and beyond that the Ice Arena. To the east is a residential area (Cardiff Pointe) and the southern boundary is with the River Ely. There are also some small retail units located within the Bayscape development to the west, and also a Morrisons supermarket within the wider peninsula area. The site is currently used as a car park, with the spaces being relocated as part of an overall parking strategy within the wider area as part of a masterplan being delivered by Cardiff Council.
- 1.4.3 The site has an existing junction onto Empire Way from its northeastern extent.
- 1.4.4 Figure 1-1 shows the indicative location of the site.





Figure 1-1: Indicative Site Location

Source: Google Maps



2. THE DEVELOPMENT

2.1 Overview

- 2.1.1 The proposals are for a senior living accommodation with associated car parking, cycle parking, and landscaping. This will consist of 77 apartments with associated communal uses. The 77 units will be delivered in the form of 47no. one-bedroom units and 30no. two-bedroom units. The proposals would also include 40 surface car parking spaces, ambulance / service bays, cycle parking and electric car charging facilities. The communal uses would consist of:
 - Kitchen
 - Residents lounge
 - Residents Bistro
 - Roof terrace
 - Outdoor amenity space
- 2.1.2 In addition, a new boardwalk will be added to the southern boundary of the site which connects to the existing one towards the east.
- 2.1.3 The proposed site layout is provided within the submitted Transport Statement.

2.2 Access and Layout

Vehicle Access

- 2.2.1 Vehicular access will be obtained from a new priority junction onto Empire Way. The priority junction is proposed to have radii of 6m on the west side and 4m on the east side and a carriageway width of 5.5m. The radii enables refuse vehicles to turn into and out of the site appropriately. Internally within the site the access road increases to between 6m and 6.5m adjacent to the on-site parking, allowing vehicles to enter and exit parking spaces within the site appropriately.
- 2.2.2 A footway is provided on the eastern side of the carriageway which connects to the existing provision on Empire Way, and this links to the internal provision within the site adjacent to the building. A crossing has also been incorporated at the access for the existing footway / cycleway on Empire Way, which is proposed as a shared space arrangement to the east of the junction (as occurs with the existing arrangements to the east of the toucan crossing), with the segregated route starting to the west of the junction.
- 2.2.3 Visibility of 2.4m x 25m has been provided from the junction, which is in accordance with the visibility requirements in TAN18 for 20mph speeds. Visibility is entirely within the adopted highway with sightlines available from a 2m height from the junction to a height of 0.6m at the nearside kerb.
- 2.2.4 The junction has a spacing of at least 25m from the roundabout to the west, which ensures the junction is appropriately situated to enable movements to be made safely and allows for forward visibility in excess of 25m for any vehicles turning right into the junction. It also allows suitable separation for vehicles turning right into the site to do so safely without resulting in a queue blocking back to the roundabout. This is also assisted by the provision of keep clear road markings at the access to stop vehicles queuing at the roundabout from blocking vehicles turning into the site.
- 2.2.5 The access design and swept path analysis are provided in the Transport Statement.
- 2.2.6 The access arrangements would require some minor changes to the line markings on Empire Way in relation to the pedestrian crossing, as well as the relocation of a lighting column and control box for



the traffic signals. These will be discussed and agreed as part of the detailed design of the access during the technical approval stage (via a S278 agreement).

- 2.2.7 The internal layout will be fully restricted for parking with double yellow lines (if needed), so parking would only occur within the formal bays. This will be managed by the operator of the site, to ensure external vehicles do not park on the site access road during event days (i.e. ice hockey matches).
- 2.2.8 Within the site, the access road splits to the south and to the east, to route around the western and eastern sides of the building. The western route provides a turning area at its southern end which is suitable for an ambulance or delivery vehicle to turn appropriately. This western route also provides access to the ambulance and delivery layby.
- 2.2.9 The eastern route provides a turning head which can facilitate turning by a fire tender vehicle, if needed, but can accommodate large cars at all other times. Both access routes can accommodate two-way movements by large cars without conflict. To minimise the potential for conflict between internal vehicle movements, and ensure that vehicles do not block back to the highway when entering the site, an internal give-way arrangement has been shown which provides vehicles entering the site with priority over those leaving the eastern access arm.
- 2.2.10 The site has an existing access at its northeastern corner and retaining this was considered as part of the development. However, it was considered that this would result in more conflicts internally at the access, as the distance would be reduced between Empire Way and the internal junction. It would also be less suitable for refuse vehicles which would have to turn into the site and travel along the access road adjacent to the northern side of the building. It would also result in more service / delivery vehicles travelling along the access road adjacent to the northern side of the building, rather than using the direct route into the site along the western boundary.
- 2.2.11 The proposed access arrangements are considered suitable and safe, and in accordance with technical standards providing suitable visibility and geometry, as well as appropriate separation from the adjacent roundabout and toucan crossing. They would be appropriate for accommodating the low level of vehicle movements likely to be generated by the site and would not result in blocking back to the roundabout.

Pedestrian access

- 2.2.12 A footway with a width of 1.8m is provided into the site from Empire Way, connecting to the existing pedestrian infrastructure routing along the site frontage on Empire Way. This links to the internal footways which connect to the building entrance and to the amenity space located on the east side of the site. The internal roads are designed to have low speeds and will have low flows which will ensure these are suitable for shared use by pedestrians and vehicles.
- 2.2.13 Separately, the proposals would provide a new footway route within the western part of the site which connects to the proposed boardwalk along the southern boundary. This provides improved permeability for pedestrians travelling through the site, including for existing pedestrians not associated with the site.
- 2.2.14 As such, the site would be well connected with the surrounding area and encourage walking movements for residents and for existing users.

2.3 Access for All

2.3.1 In relation to disabled access, the site includes the following measures:



- a step free ramped access from the highway network and from the main building access point
- internal doors and corridors that allow the passage of wheelchair users
- lifts to enable access for wheelchair users to the upper floors
- 2.3.2 In addition to this, the site provides disabled parking bays within the car park. These are close to the main building entrance for use by visitors and/or staff.

2.4 Parking

Car Parking Provision

- 2.4.1 Maximum car parking standards are set out in Cardiff Council Supplementary Planning Guidance (SPG) *Managing Transportation Impacts (Incorporating Parking Standards)* as adopted in July 2018.
- 2.4.2 In accordance with the SPG in Figure 6.1, the site is situated within the Central Area.
- 2.4.3 For elderly person dwellings, considered to be the most comparable use type in the standards, the SPG states a maximum provision of one car parking space per unit in the central area. This would equate to a total of 77 spaces on the site.
- 2.4.4 A total of 40 car parking spaces are proposed which is within these maximum levels and therefore in line with the SPG maximum standards. The provision equates to a ratio of 0.52 spaces per unit, which is considered appropriate in this area and for this type of use.
- 2.4.5 The car ownership analysis in the Transport Statement demonstrates that a high proportion (75%) of households in the surrounding area own one or less cars. As such, it would be reasonable to assume that senior living accommodation residents would be likely to own one car or less. Residents would also be in an informed position prior to moving in and would be aware of the car parking provision and sustainable travel options available.
- 2.4.6 Given that residents would be aware of the parking restrictions prior to moving in, the proposed parking provision is considered appropriate and would not lead to overspill onto the surrounding highway network.
- 2.4.7 Based on the sustainable location of the site, senior living accommodation use, and to encourage sustainable travel in accordance with PPW12 and Cardiff Council policies, the residential parking provision is considered appropriate, within the maximum parking standards and would not have a material impact on parking stress.
- 2.4.8 The parking is also considered to be in accordance with the Welsh Government overarching planning policy *Future Wales: The National Plan 2040* which states on page 86 that *"Planning authorities should promote car-free and low car developments in accessible locations."*
- 2.4.9 The proposed parking provision, given the sustainable location, is fully in accordance with the aspirations and policies of the Welsh Government for encouraging active travel and public transport use. The provision provides a less car dominated environment, improving the quality of the scheme.

Car Parking Layout

2.4.10 The parking spaces are all perpendicular to the internal access roads within the site. All parking spaces within the site have dimensions of 2.5m x 5m and the access roads provide an aisle width of at least 6m adjacent to the spaces. This is in accordance with the geometric requirements in the Managing Transportation Impacts SPG.



- 2.4.11 Two disabled parking bays will also be provided at the southern end of the western access road. These spaces are in close proximity of the building entrance and these are provided with 1.2m hatching to the side and rear of the spaces.
- 2.4.12 Vehicles can manoeuvre into and out of all spaces appropriately, as shown within the swept path analysis in the Transport Statement.

Electric Vehicle Charging

2.4.13 The proposals are to provide 7 parking spaces with electric vehicle charging, which equates to approximately 18% of the overall parking provision. This demonstrates the operators commitment to encourage more sustainable modes of travel and is in accordance with the policies in Future Wales for increasing electric vehicle use (Policy 11 and 12).

Cycle Parking

- 2.4.14 The Managing Transportation Impacts SPG requires a minimum of one cycle parking space per 10 bedrooms (10%) for elderly person dwellings. Applying this to the 107 bedrooms across the site would equate to 11 spaces. The proposals would provide 11 spaces within a secure and covered cycle store location within close proximity to the western access road. The spaces use Sheffield stands with suitable spacing between these and manoeuvring space to enable cycles to be accessed appropriately. These are also accessed via a double door, with appropriate width to enable bikes to enter and exit safely.
- 2.4.15 As such, the provision is appropriate and in line with the Cardiff Council standards. This will assist in encouraging travel by sustainable modes, and reduce the demand for parking.

Mobility Scooter Parking

2.4.16 The site will provide 8no. mobility scooter parking bays internally within a mobility scooter store, with direct access to the external footway network.

2.5 Servicing and Emergency Access

- 2.5.1 Servicing would mainly relate to refuse collection which would be undertaken on the internal access road. The refuse store is located adjacent to the western access road and a refuse vehicle is able to turn using the entrance to the eastern access road, before reversing and parking adjacent to the ambulance and deliveries bay. This arrangement is considered appropriate as this would only occur once or twice per week and vehicles would be stopped for a short period.
- 2.5.2 Swept path analysis has been undertaken using a refuse vehicle of the dimensions shown within the Cardiff Council guidance on Waste Collection and Storage Facilities. This shows refuse vehicles are able to safely manoeuvre within the site to access the refuse store. A refuse vehicle would not be required to reverse more than 12m to access the bin store and the arrangements are therefore considered safe and suitable. The swept path analysis is provided in the Transport Statement and shows refuse vehicles turning appropriately and entering and exiting the site in forward gear.
- 2.5.3 MfS states Building Regulations on refuse collection distances in that waste collection vehicles should be able to get within 25 metres of the storage points. As collection can take place within 25m of the refuse store, the arrangements are in line with Building Regulations (and MfS) and considered safe and appropriate.
- 2.5.4 A fire tender will also be able to get within 45 metres of all buildings and units and turn within the site, on both the eastern and western arms, as needed. As such, the site would be able to accommodate



fire appliances (and all other smaller service vehicles) appropriately, enabling access to all entrances and exits within 45m, in accordance with The Building Regulations 2010 'Approved Document B Volume 2 – Buildings other than dwellinghouses' (Incorporating 2020 updates).

- 2.5.5 An ambulance can also access the two layby spaces and turn within the turning area on the western arm. This is shown in the swept paths in the Transport Statement. These bays will also be utilised for any deliveries to the site by panel vans / box vans, with the use of the bays overseen by the site management team as needed.
- 2.5.6 As such, the layout is appropriate for access by all emergency vehicles.



3. CONNECTIVITY BY SUSTAINABLE MODES OF TRAVEL

3.1 Introduction

3.1.1 This section describes the opportunities to make everyday trips by non-car modes. It considers the likelihood of trips being made on foot, by cycle, mobility scooter, bus, and rail. The site location is demonstrated to be consistent with the aims of TAN18 and in accordance with sustainable transport policies in Future Wales, PPW12 and the LDP.

3.2 Walking and Cycling

Overview

- 3.2.1 Walking and cycling (collectively known as active travel) are the most important modes of travel at a local level and generally offer the greatest potential to replace short car journeys. Given the use of the site for senior living accommodation, the use of a mobility scooter is also considered a viable option and there will be pool mobility scooters situated on the site for residents to utilise.
- 3.2.2 The site is well situated to benefit from existing walking and cycling routes. Suitable footways and crossings are provided throughout the local area, as would be expected within an existing and established urban area. The majority of roads within the vicinity of the site have footways on one or both sides of the carriageway, providing links between the site and the surrounding facilities. The routes were also considered appropriate to accommodate the adjacent site to the eastern boundary (Cardiff Pointe), as well as for the previously consented scheme.

Infrastructure

- 3.2.3 Empire Way has footways on both sides of the carriageway that connect to the site. On the southern side of the carriageway is a segregated footway / cycleway which provides a direct connection into the site. The footway is c. 2-3m in width and the cycleway c. 2m in width. This connects to the west, continuing along Watkiss Way before becoming a shared footway / cycleway route. To the east of the site, along Empire Way, this also becomes a shared footway / cycleway connecting to the existing residential development.
- 3.2.4 A segregated and shared footway / cycleway also continues along the western side of Olympian Drive, which is connected to the Watkiss Way / Empire Way route via a signal controlled crossing c. 55m to the west of Olympian Drive.
- 3.2.5 Adjacent to the site on Empire Way there is a further signal controlled crossing which connects to the footways on the northern side of Empire Way and the eastern side of Olympian Drive.
- 3.2.6 The Watkiss Way route also connects to the Pont y Werin Bridge, which crosses the River Ely and connects to River View and Marconi Avenue in Penarth to the south forming part of the Cardiff Bay Trail. This in turn provides a route through to Cogan Rail Station (for pedestrians) via continuous footways and a dropped kerb crossing at Cogan Hill.
- 3.2.7 As such, this infrastructure provide continuous cycle / pedestrian / mobility scooter infrastructure connecting to the closest bus stops, leisure facilities, food store and rail station.
- 3.2.8 All surrounding streets on the key routes have street lighting along their length and the routes and crossings surrounding the site are considered to be of good quality. The local area appropriately accommodates existing pedestrian and cycling movements and the infrastructure would be attractive to potential future residents who wish to walk or use a mobility scooter (or cycle) to and from the site.



Cycle Routes

- 3.2.9 The site is located in close proximity to several cycling routes as indicated on the Cardiff Cycling and Walking map. An extract of this map showing cycle routes in the vicinity of the site is shown in Figure 4-1.
- 3.2.10 As set out previously, a traffic free cycle route runs along Empire Way adjacent to the north boundary of the site. This allows future residents and staff to access this route directly from the site. The cycle route then continues along Watkiss Way and Pont Y Werin Bridge connecting into Penarth. It also routes north along Olympian Drive and along the Cardiff Bay Link Road (A4232) into Cardiff Bay. From here, the traffic free cycle route on Lloyd George Avenue can be accessed which provides continuous cycle infrastructure to the city centre.

Figure 4-1: Cycle Network within the vicinity of the site

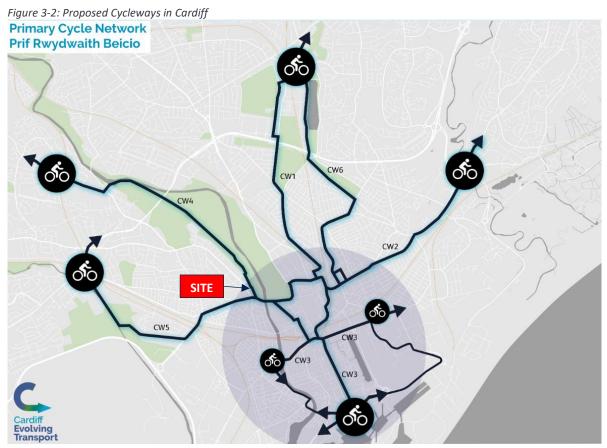


Source: Cardiff Council

- 3.2.11 Cardiff Council has an overarching proposal for six permanent cycleways to support and promote cycling. Most of these have been completed and others will be completed over the coming years. The routes will connect communities to major destinations across the city, including the City Centre and Cardiff Bay. The routes are as follows:
 - Cycleway 1: City Centre to Cathays, University Hospital Wales, Heath High Level and Heath Low Level Rail Stations and North East Cardiff Strategic Development Site
 - Cycleway 2: City Centre to Adamsdown, Newport Road retail parks, Rumney, Llanrumney and St Mellons Business Park
 - Cycleway 3: City Centre to Cardiff Bay
 - Cycleway 4: City Centre to Llandaff, Danescourt and North West Strategic Development Site
 - Cycleway 5: City Centre to Riverside, Ely and Caerau



- Cycleway 6: Roath Cycleway City Centre to Plasnewydd, Penylan, Cyncoed and Roath Park.
- 3.2.12 Cycleway 3 has already been completed, which routes along Lloyd George Avenue to the west of the site. This route connects the City Centre to Cardiff Bay as well as linking to other existing and planned routes. From the site, cyclists could access this route via Olympian Drive and the Cardiff Bay Link Road (A4232) as a traffic free cycle route.
- 3.2.13 A plan of the six cycleways is shown on Figure 3-2.



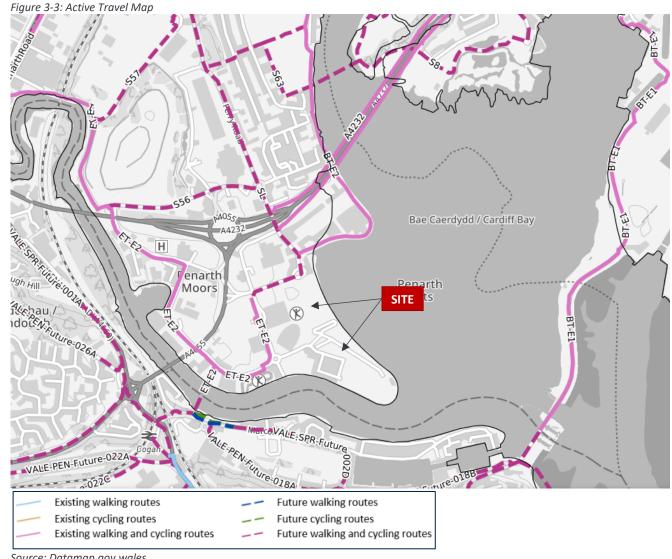
Source: Cardiff Council website

3.2.14 As such, the site has excellent connections by dedicated cycle routes to key facilities and areas, which will be attractive for some residents of and visitors to the site.

3.3 Future Active Travel Improvements

- 3.3.1 The Welsh Government DataMap Wales shows the Active Travel Network Maps (ATNM) across all authorities, including Cardiff Council. This shows existing walking routes and where upgrades or new routes are anticipated to be provided for the next 15 years. This is shown within Figure 3-3.
- 3.3.2 This shows a proposed improvement to a route that runs along International Drive and Ferry Road. This route (Route SL) is a future walking and cycling route which runs eastbound from Route ET-E2 on Olympian Drive, along International Drive and then north on Ferry Road. Future residents and visitors will benefit from the delivery of this route, albeit there is already shared and segregated walking and cycling routes running along both of these roads which provides continuous routes for active travel connecting to the north, including the Cardiff Link Road bridge.





Source: Datamap.gov.wales

3.4 **Distances to Facilities**

- There are a number of publications which suggest guidance for appropriate and acceptable walking 3.4.1 and cycling distances to facilities. By extension, these could be applied to suitable distances for travelling by mobility scooter. For reference, these have been summarised as follows.
 - Welsh Government Active Travel (Wales) Act 2021: It is stated within paragraph 4.1.5 that "Walking is most suitable for journeys of less than two miles whilst cycling is also convenient for longer journeys, typically up to five miles for regular utility journeys". This equates to distances for walking of up to 3.2km and cycling of up to 8km.
 - This also states in paragraph 9.5.3 that "Walkable neighbourhoods also referred to as 'low-traffic neighbourhoods', or 'active neighbourhoods', (see figure 9.6) are characterised by having a range of facilities within 20 minutes' walking distance which people may access comfortably on foot." This would equate to c. 1.6km.
 - Department for Transport (DfT) Manual for Streets (2007): MfS states that 'walkable neighbourhoods' are typically characterised by having a range of facilities within 10 minutes walking distance (c. 800 metres). MfS also acknowledges that this is not an upper limit and references previous planning policy guidance in that it is generally acknowledged that walking offers the greatest potential to replace short car trips, particularly under 2km.



- CIHT (2015) Planning for Walking: In relation to shorter trips in particular, (section 2.1) states that across Britain about '80% of journeys shorter than 1 mile (1.6km) are made wholly on foot'.
- CIHT Guidelines for Providing for Journeys on Foot (2000): suggests preferred maximum distances for commuting journeys are up to 2km.
- DfT LTN1/20 Cycle Infrastructure Design (paragraph 2.2.2) states that "Two out of every three personal trips are less than five miles in length, an achievable distance to cycle for most people" (c.8km).
- 3.4.2 As such, based on guidance, it is considered that suitable walking distances are up to 3.2km, but journeys within 2km have a greater potential to be made on foot. A 2km distance equates to around a 25-minute walk travelling at 3mph (4.8kph). A 3.2km distance equates to around a 40 minute walk. Sites with a range of facilities within 1.6km are considered to be within a 'walkable neighbourhood'.
- 3.4.3 It is considered that journeys of up to 8km are within a suitable cycling distance. A cycling journey of 8km would equate to approximately a 25-minute travel time.
- 3.4.4 It is noted that the distances and journey times will be lower for those living in senior living accommodation residences and as such, the proximity of facilities and the routes to these has been considered in this context. It is noted that the residents will also benefit from mobility scooters which will be able to benefit from the high quality footway network surrounding the site, to gain access to the facilities within suitable distances.
- 3.4.5 To demonstrate the site's connectivity, facilities within appropriate distances which are accessed via suitable and established routes have been summarised in Table 3-1.The location of the facilities in the context of the site are shown in Figure 3-4. These facilities have been summarised based on approximate travel distances from the site access via appropriate routes, not straight-line distances.

Table 3-1: Proximity of the Site to Local Facilities and Services

Facilit	ty / Amenity	Distance from site access (metres)	Walking Travel Time (minutes) *	Cycling Travel Time (minutes) *
Com	munity Facilities			
1	Cash Point	490	6	2
2	InPost Locker	530	7	2
3	Tesco Pharmacy	700	9	2
4	Chris Wilson Surgeon	730	9	2
5	Nuffield Health Cardiff Bay Hospital	770	10	2
6	JC Hair Design Ltd	810	10	3
0	Holy Nativity Church	1440	18	5
8	St Paul's Community Centre	1650	21	5
9	Llandough War Memorial Hall	1800	23	6
10	Lazarou Hair Salon & Barbers (Penarth)	1840	23	6
0	Cult Salon	1870	23	6
12	Archie Cochrane Library	1900	24	6
13	Penarth Post Office	1930	24	6
14	Bupa Dental Care Penarth	2000	25	6
Publi	c Transport			
Θ	Cardiff Ice Rink	120	2	0
Θ	Watkiss Way	210	3	1
Θ	Penarth Tesco	650	8	2
•	Cogan Rail Station	800	10	3
Retai	il			
0	Morrisons	500	6	2
2	Tesco Superstore	700	9	2
3	ALDI	930	12	3
4	Asda Cardiff Bay Superstore	940	12	3



Facility / Amenity		Distance from site access (metres)	Walking Travel Time (minutes) *	Cycling Travel Time (minutes) *
5	Cardiff Bay Retail Park	1220	15	4
6	The Food Warehouse by Iceland	1330	17	4
7	Lidl	1580	20	5
8	IKEA Cardiff	1800	23	6
Leisu	re			
1	Cardiff International Pool & Gym	50	1	0
2	Cardiff International White Water	70	1	0
3	Fun HQ Cardiff	220	3	1
4	Ice Arena Wales	220	3	1
5	Coffi Co - Bayscape	300	4	1
6	Cardiff Bay Yacht Club: Yacht Club & Sailing School	470	6	1
7	Oystercatcher public house	650	8	2
8	Harvester Cardiff Bay Penarth	800	10	3
9	The Wellness Lounge	980	12	3
10	Plymouth Park	980	12	3
1	Penarth Leisure Centre	1000	13	3
12	Cogan Coronation AFC	1120	14	4
13	Penarth Skatepark	1160	15	4
14	St Joseph's Park	1270	16	4
15	Grangemoor Park	1300	16	4
16	Bay Island Voyages Marina Office	1430	18	4
17	Penarth Road Snooker Club	1500	19	5
18	Pure Gym Cardiff Bay	1560	20	5
19	3G Football Pitch, The Marl	1580	20	5
20	The Marl	1660	21	5
21	Vale Sports Arena Ltd	1670	21	5
22	Cardiff Bay Kayaking	1820	23	6
23	Cardiff Rowing Centre	1840	23	6
24	Penarth Marina	1860	23	6
25	Channel View Leisure Centre	1900	24	6
Empl	oyment			
1	Llandough Trading Estate	2000	25	6
2	Penarth Road Industrial Estate	2400	30	8

* Based on walking speeds of 80 metres per minute and Cycling Speeds of 320 metres per minute – albeit noting that senior living accommodation residents will have lower speeds and reduced distances would be achievable



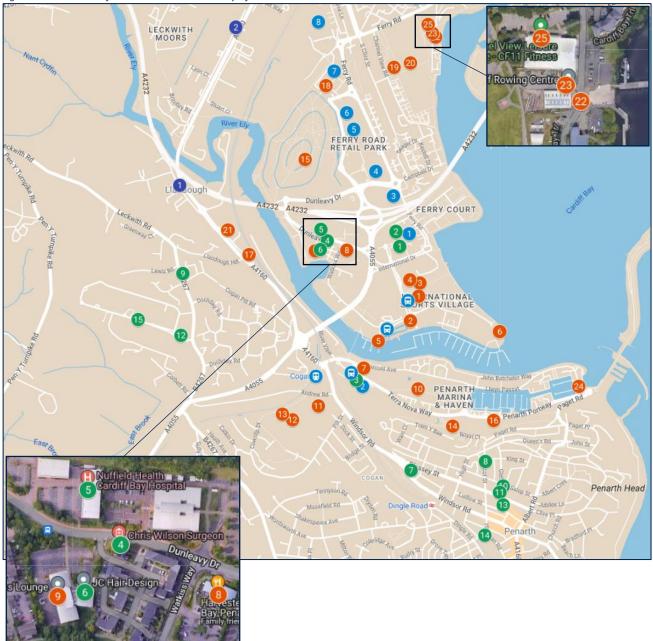


Figure 3-4: Location of Facilities within Proximity of the Site

Source: Google Maps Note: Numbers and colours correlate to Table 3-1.

- 3.4.6 Within an 800m walk (or mobility scooter / cycle) via continuous routes, residents and staff would be able to access two supermarkets (Morrisons and Tesco), a hospital, leisure facilities, cash point, in post locker, café, public house, and a pharmacy as well as the closest bus stops and Cogan Rail Station.
- 3.4.7 This is a significant number of facilities within less than a 10 minute walk, which could be utilised for everyday needs purposes. As such, the site is situated in a 'walkable neighbourhood' consistent with the guidance in MfS and is therefore considered to be situated in a highly sustainable location.
- 3.4.8 There are also numerous other facilities within appropriate walking or cycling distance. This includes a dentist, hairdressers, sporting facilities, post office, Yacht Club, a marina, and the Cardiff Bay Retail Park (which includes Iceland).



3.4.9 The site is situated in a sustainable location for active travel and access to facilities, as would be expected for a site in an existing and established urban area. This will encourage walking (or mobility scooter / cycling) and reduce the reliance on the private car, consistent with relevant policies and guidance, including sustainable transport policies in Future Wales, PPW12 and TAN18.

3.5 Public Transport

Bus

- 3.5.1 The closest bus stops to the site are located on Olympian Drive within a 120m walk (two minutes). The southbound stop is served by bus service 7 and 9. The southbound bus stop benefits from shelter, seating, bus cage markings, electronic timetable information, and raised kerb for accessible boarding, which is a potential benefit for future residents of the site. The northbound bus stop is served by bus service 7 and benefits from bus flag, bus cage markings, and raised kerb. To gain access to the stops, there are continuous footways and dropped kerbs at signal crossings provided.
- 3.5.2 The next closest bus stop is located on Watkiss Way c.210m (3 minute) walk from the site. This provides the northbound services for bus service 9. Both services are operated by Cardiff Bus.
- 3.5.3 There are additional services provided from the bus stop adjacent to the Penarth Tesco Superstore, located a 650m walk (eight minutes) from the site. This bus stop is served by bus service 305 operated by Adventure Travel Wales.

Route	Stop	Operator and Route	Frequency				
No.			Mon-Fri Peaks	Mon-Fri Daytime	Mon-Fri Evening	Sat	Sun
7	Olympian Drive (Northbound)	Penarth - Cardiff City Centre (Cardiff bus)	No service	Hourly 09:35 – 16:47	No service	No service	No servic
	Olympian Drive (Southbound)	Cardiff City Centre – Penarth (Cardiff bus)	Hourly in PM	Hourly (09:26 – 17:45)	Hourly until 17:45	No service	No servio
0	Olympian Drive (Southbound)	Heath Hospital - Cardiff Sports Village via Grangetown, Whitchurch Road (Cardiff bus)	4-5 per hour	4-5 per hour (06:55 - 23:40)	4-5 per hour until 23:40	3 per hour (07:50 – 23:40)	3 per hou (07:51 - 21:51)
9	Watkiss Way (northbound)	Cardiff Sports Village - Heath Hospital via Grangetown, Whitchurch Road (Cardiff bus)	4-5 per hour	five per hour (04:59 – 22:52	3 per hour until 22:52	3 per hour (06:01 – 22:45)	3 per ho (06:04 - 21:01)
305	Penarth Tesco	Dinas Powys – Cardiff via Penarth (Adventure Travel)	Every 1.5 hours	Every 1.5 hours (08:43 – 20:19)	Every 1.5 hours until 20:19	Every 1.5 hours (08:43 – 20:19)	No servio
305	Penarth Tesco	Cardiff – Dinas Powys via Penarth (Adventure Travel)	Every 1.5 hours	Every 1.5 hours (09:41 – 18:41)	Every 1.5 hours	Every 1.5 hours (09:41 – 18:41)	No servio

3.5.4 These combined services provide a high frequency of buses connecting to Cardiff City Centre and outer areas of Cardiff. A summary of the services is set out in Table 3-2.

3.5.5 During the peaks there are around 11-12 services per hour, or one service every 5 minutes, on average. The key number 9 service also extends across the weekend, enabling access to buses seven days a week ensuring these are a viable and realistic alternative to the car.



3.5.6 Potential future residents of the site can access numerous frequent bus services, linking to a variety of destinations including local and more regional destinations. The bus services from closest to the site provide a feasible and attractive option for work related journeys. They can also be used to access destinations for leisure and retail purposes.

Public Transport Improvements

- 3.5.7 Cardiff Council's Bus Priority Infrastructure Plan (2024) is proposing improvements to six key corridors within Cardiff. Within the vicinity of the site, Route 2 (south) will see increased connectivity between University Hospital for Wales and the International Sports Village (ISV). In enhancing this route, a series of interventions are being considered to improve journey times and reliability. Some interventions include kerbside controls, junction improvements, use of technology to give priority to buses, and consideration of bus lanes within the ISV vicinity.
- 3.5.8 Figure 3-5 displays the six key routes within the Bus Priority Infrastructure Plan.

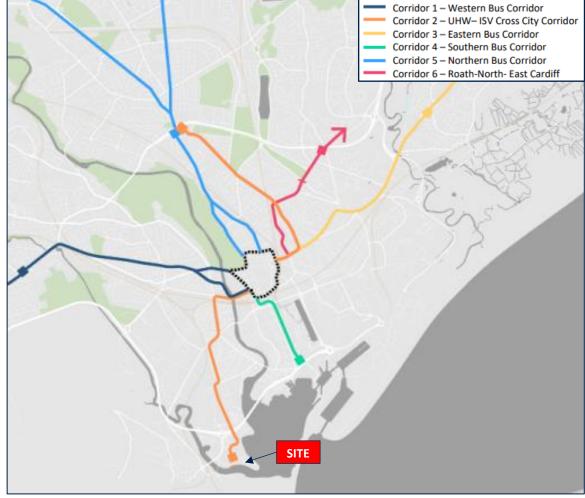


Figure 3-5: Proposed network of key corridors.

3.5.9

Source: Cardiff Council's Bus Priority Infrastructure Plan (2024)

3.5.10 Given the extent and proximity of numerous bus routes and proposed future infrastructure improvements, the site has excellent accessibility by bus which offers a realistic and attractive travel option for potential future residents of the site, particularly given this will be for a senior living accommodation use. This will assist in minimising the vehicle trip generation from the site and reduce the need for residents to own a car.



Rail

- 3.5.11 Cogan Rail Station is located approximately an 800m walk (or cycle / mobility scooter) to the southwest of the site. This can be accessed within a 10 minute walk via continuous pedestrian infrastructure, including a ramped access to the station, suitable for mobility scooter access.
- 3.5.12 Cogan Rail Station has six secure cycle parking spaces, which also facilities journeys to be made from the site by cycle and then rail, with a cycle parked at the station.
- 3.5.13 Trains from Cogan Rail Station depart four times per hour in each direction with northbound services to Cardiff, Merthyr Tydfil, Pontypridd and Aberdare and westbound services to Barry Island and Bridgend.
- 3.5.14 There is a journey time of c. 11 minutes for journeys to Cardiff Central and c.50 minutes to Bridgend. From Cardiff Central it is possible to access frequent services to numerous other destinations, including regional locations such as Bristol or Swansea.
- 3.5.15 As such, it is feasible and attractive to use rail services, particularly for travel to Cardiff City Centre and rail is likely to be attractive for leisure and retail journey purposes. A combined walk/cycle or mobility scooter and rail journey has excellent potential for replacing car journeys and further reducing the requirement for owning or travelling by car.



4. AIMS, OBJECTIVES AND BENEFITS

4.1 Aims

- 4.1.1 The aim of this FTP is to support the essential travel needs of all site users, including visitors, staff and residents, and to encourage all site users to adopt healthy, sustainable travel choices in order to increase levels of walking, cycling and public transport, and subsequently reduce single occupancy vehicle trips to and from the site.
- 4.1.2 The benefits of a well-managed TP will extend beyond site users and contribute to improvements to local air quality, noise and vibration reduction, congestion and journey times. A reduction in car usage, especially single occupancy vehicles, has a role in the wider health agenda to reduce public obesity levels and associated illnesses caused by sedentary lifestyles.

4.2 Objectives

- 4.2.1 The overall objectives of the FTP are to:
 - Reduce the dependence of staff and visitors on travel by private car
 - Promote alternative modes of travel to the car
 - Promote means of travel that are beneficial to the health of staff and visitors
 - Increase awareness of the advantages of more sustainable travel
 - Comply with relevant policies and guidance in terms of reducing vehicle use, vehicle emissions and congestion, and promoting sustainable travel
 - Ensure that the sustainable travel objectives of the FTP are reflected in the daily travel patterns of all employees over the long term
 - Constrain car parking demand
 - Generate fewer vehicle trips than would otherwise have been the case
- 4.2.2 These objectives accord with policies at a national and local level.

4.3 Benefits

- 4.3.1 The benefits of implementing a TP and increasing active travel are as follows:
 - To an individual by improving their health, reducing everyday stress and cost savings
 - To the workplace through improved access to the workplace and a healthier, less stressed and more motivated workforce
 - To the community by everyone involved in the preparation and implementation of the FTP demonstrating their commitment to sustainability and minimising the impact on local employees
 - To the environment by enhanced local air quality with less noise, dirt and fumes brought about by fewer vehicular trips
 - It will provide potential road safety benefits through a reduction in vehicular traffic, which in turn can lead to an increase in dedicated infrastructure for vehicles and a reallocation of space for active travel, public transport and green spaces
 - Numerous households have no regular access to private vehicles and therefore the use of public transport, cycling and walking can play a significant role in improving accessibility and reducing social exclusion and ensuring the viability of public transport services for those that need it
 - The burning of fossil fuels is widely considered to be altering the climate. The implementation of Travel Plans can assist in reducing the adverse impact of transport on climate change



5. MANAGEMENT

5.1 Travel Plan Coordinator

- 5.1.1 All travel plans are dependent on a nominated individual being allocated the time and resources for successful implementation.
- 5.1.2 A TPC will be appointed prior to the occupation of the site, this will likely be a member of staff such as an office administrator. Where possible, the TPC will advocate travel by sustainable modes and would be a keen walker / cyclist. They would be encouraged to spread the word to colleagues about active travel.
- 5.1.3 The TPC's contact details will be made available to all new employees at the development as well as the Travel Plan Officer at Cardiff Council.
- 5.1.4 The duties acquired by the TPC role will be added to the existing job description of the appointed TPC. Given the scale of the development it is envisaged that the TPC will, on average, spend around one day every 1-2 months managing the Travel Plan. In the period prior to occupation of the site this may increase slightly as they collate information for Welcome Packs, Information Points and updates to the website.
- 5.1.5 All staff will be made aware of the existence of the Travel Plan prior to commencing employment and/or existing staff will be informed. This will include an explanation of the details of the plan, its objectives and the roles of individuals in achieving its aims. Copies of the Travel Plan can be made available to all staff.
- 5.1.6 The TPC would be responsible for implementing the plan, distributing information and promoting measures as well as monitoring surveys and analysis, where necessary. They will ensure that the TP measures are in place from the outset.

5.2 Induction Process

- 5.2.1 The operator will undertake a travel induction session (through the TPC) when employees start. This would cover the relevant aspects of the Travel Plan. The induction session will enable all staff to be fully aware of the aims and objectives of the Travel Plan. This could be incorporated into the general induction programme as required, which may also cover procedures such as identification of emergency exits, emergency fire evacuation procedures, health and safety, contact details etc.
- 5.2.2 The sustainable travel part of the induction would involve presenting the information within the welcome pack (details within Section 7).

5.3 Funding

5.3.1 The operator will fund the implementation of the Travel Plan for a five-year period. This will include the implementation of Travel Plan measures and initiatives, monitoring and appointing the TPC role.

5.3.2



6. MEASURES AND INITIATIVES

6.1 Context

- 6.1.1 This section of the FTP provides a set of measures and initiatives which are intended to achieve the overarching aims and objectives.
- 6.1.2 The list of measures is not exhaustive and would be subject to review over time. Additional measures may be added following the travel survey responses.
- 6.1.3 The initiatives reflect experience of other travel plans, the location of the site and travel planning guidelines.

6.2 Plan Promotion and Information Dissemination

Welcome Packs

- 6.2.1 A welcome pack will be distributed to all staff upon commencement of employment and all residents on commencement of occupation.
- 6.2.2 Information will include public transport information (fares, maps, timetables) a journey planner link, details of available schemes such as free cycle training and Cycle to Work schemes, as well as details of the cycle and mobility scooter parking. It will also emphasise the health and environmental benefits of using sustainable transport. The aim is to inform staff and residents about their travel options from the outset.

Internet Page

- 6.2.3 A dedicated travel page can be developed as part of the website for the site, potentially sitting under a 'Transport Links' or 'How to Get Here' section.
- 6.2.4 The webpage will be for the benefit of staff and visitors and would ensure that information on the TP such as site location, cycle routes, public transport timetables and TPC details could be easily updated by the TPC on a regular basis.
- 6.2.5 The webpage will be the responsibility of the TPC, where feasible.

Notice board / Information Point

6.2.6 A TP notice board, leaflet information point or electronic public transport information system will be provided in the entrance or reception area (which is a publicly accessible area), which provides similar information to that on the internet page or in the welcome pack, where feasible. This is intended to benefit residents, staff and visitors with limited internet access and will contain current information, which is regularly updated by the TPC.

6.3 Reducing the Need to Travel

- 6.3.1 The operator will, where feasible, reduce the need to travel through implementing working from home and videoconferencing, where possible. They will also be flexible with start and finish times to fit around public transport times, where possible. These working practices will be promoted and encouraged through the TPC. It is noted that due to the nature of the site use working from home and flexibility on shift times will be more limited than say a 'typical' residential use.
- 6.3.2 Online shopping and deliveries will be promoted to residents to assist in minimising vehicle trips to and from the site, especially where such deliveries can be consolidated across multiple users.



6.4 Encouraging Walking

- 6.4.1 The TPC will encourage employees and residents to walk by:
 - Advising on suitable routes to and from residential areas
 - Advising on the location of local facilities and suitable routes to these
 - Promoting the accessibility of the site by foot
 - Promoting the health benefits of walking
 - Promote economic benefits of walking
- 6.4.2 Online route planners (and apps) which enable users to get a walking route between two points and provide, for example information on journey time, calories burned, steps taken and carbon saving, will be advertised and promoted within the welcome pack (such as https://gb.mapometer.com/walking). Any relevant posters or information will be displayed on the noticeboards / leaflet information area.
- 6.4.3 Local and national travel awareness campaigns and events relating to walking will be promoted including walk to work week and national walking month (Livingstreets #walkthismay).
- 6.4.4 The TPC will approach outdoor clothing shops seeking a discount for employees and residents on the purchase of waterproof clothing to encourage walking in inclement weather conditions.
- 6.4.5 Promotional posters and leaflets highlighting the health and economic benefits of walking will be posted in the reception areas, as available. These can also be included within the welcome packs (where required).
- 6.4.6 A pool mobility scooter facility will be provided for residents who struggle with walking to enable them to reach some local services (whilst potentially being accompanied).

6.5 Encouraging Cycling

- 6.5.1 The TPC will encourage employees and residents to cycle to and from the site, by:
 - Providing safe and secure covered cycle parking at the site
 - Monitoring usage of cycle parking and providing additional parking if demand dictates it
 - Providing information and advice on safe cycle routes to and from the site
 - Promoting the benefits of cycling
 - Seeking to secure discounts with local cycle shops
 - Promoting the accessibility of the site by cycle
- 6.5.2 As part of the welcome pack, employees and residents will be provided with information and advice on safe cycling routes to local services and facilities (and residential areas) as well as the benefits of cycling as a viable form of transport.
- 6.5.3 The development will provide safe, secure and accessible covered cycle parking at the site. The TPC will monitor the usage of cycle parking and seek to provide additional parking if demand dictates it, where feasible.
- 6.5.4 The TPC will provide information regarding Cycle to Work initiatives (i.e. Bike2Work). This is applicable to employees whose place of residence is located within a reasonable cycling distance to the site.
- 6.5.5 Many people would like to cycle to work or for pleasure but are put off by the traffic or because they feel out of practice. Cycle training is a great way of building confidence on a bike in a controlled environment. Cycle training and cycle maintenance advice is provided within the local area by a number of companies listed on the Bikeability website. Information on these services would be



included within the welcome pack and provided on the noticeboard / leaflet information area to provide employees (or residents) with more information on how to access this training if they should wish to do so.

- 6.5.6 The TPC will contact local cycling shops seeking to agree discounts on cycling products for employees of the site. These would include for example, Tredz Bikes and The Bike Shop Wales, Penarth.
- 6.5.7 A puncture repair kit and/or spare inner tubes will be provided within a staff area for use by employees (and residents / visitors, if requested). A puncture often becomes a barrier to people cycling as they do not repair the bike and it is often out of action for some length of time. It also means that if a tyre is punctured on the way into work (or visiting) then staff / visitors are still able to ride home. Staff will be informed of the location of the kit by the TPC. A 'How to Fix a Puncture' flyer will be displayed on the noticeboard / information point area.
- 6.5.8 Local and national travel awareness campaigns and events relating to cycling will be promoted to employees, including Bike Week and Cycle to Work Day.

6.6 Encouraging Use of Public Transport

- 6.6.1 Information on public transport routes and timetables will be included in welcome packs including details of key public transport websites and route maps, including local stops. This will include the Transport for Wales (TfW), Traveline, Cardiff Bus, Moovit and Google Maps travel planning websites. Bus and rail timetables are usually available from stations and will also be provided on the noticeboard / information area.
- 6.6.2 Real time information public transport mobile apps and websites will be promoted to employees, where these are available. This will assist with improving the user experience and reduce waiting times at stops, thereby encouraging bus use.
- 6.6.3 The TPC will work to liaise with Cardiff Council, TfW and the bus and rail companies to promote the use of public transport services, including through any relevant marketing material they can provide.
- 6.6.4 The TPC will seek to secure discounts on period travel passes with the bus and rail companies for employees.
- 6.6.5 The operator will consider flexibility in working hours for employees using public transport where this might co-ordinate better with existing bus and rail service timetables. Albeit given the use on the site and need to be on site at specific hours, this may be limited.
- 6.6.6 The operator will consider offering staff interest free loans to purchase public transport season tickets.
- 6.6.7 The TPC will also obtain feedback from employees using public transport on potential issues and improvements and discuss this with CC and public transport operators.

6.7 Encouraging Car Sharing

- 6.7.1 Car sharing is an effective method of reducing vehicle generation and parking demand and will therefore be encouraged. The welcome pack will include information on car sharing, such as car sharing schemes in operation in the vicinity of the site such as <u>www.liftshare.com</u>.
- 6.7.2 The TPC will actively promote car sharing websites and assist employees or residents who wish to join a car share scheme, if needed. Car sharing information and benefits will also be displayed on the noticeboard / leaflet information area.



- 6.7.3 The TPC will also seek to informally encourage car sharing with staff, subject to GDPR restrictions. Coffee mornings can also be explored to encourage social connections between the staff. As such, staff may be inclined to car share with someone they feel closer to.
- 6.7.4 A dedicated car sharing bay will be considered on the site closest to the building entrance and this would be monitored by the TPC. If implemented, this will provide a guaranteed car parking space within close proximity to the main entrance for those wishing to car share. Should there be sufficient demand for further car sharing amongst staff members, opportunities for further dedicated car share bay/s will be explored.
- 6.7.5 A guaranteed ride home policy will be established for those who have car shared and their car share partner is unexpectedly called away/delayed. To avoid possible abuse of this facility, it should be restricted to exceptional circumstances of genuine need.

6.8 Awareness and Events

- 6.8.1 The TPC will make residents, staff and visitors aware of specific aspects of the Travel Plan and promote the introduction of any new initiatives. This will allow travel awareness to be maintained and be used to raise recognition levels for initiatives that may have become less popular with time.
- 6.8.2 The TPC will promote national events such as Bike Week, walk to work week and World Car Free Day. These events will be actively promoted by the TPC.



7. ACTION PLAN

7.1.1 This section draws together the proposed measures and initiatives into an Action Plan that identifies responsibilities for the delivery of each element of the Travel Plan. This is shown in Table 7-1.

able 7-1: Action Plan Type	Measure	Details	Responsibility
Prior to Occupation	Appoint a Travel Plan Coordinator	Appoint three months before occupation of the site	Operator
Site Development	Cycle Parking	Provision of secure, covered cycle parking facilities	Developer
	Car Share Space	Provision of one car share space in the car park to be considered	Developer
	Notice Boards / Leaflet Information Area / Public Transport Information System	To be placed within reception area of the site, and these will display walking / cycling / public transport / car sharing information and other relevant sustainable travel information.	Developer / TPC
Upon Occupation	Induction	Undertake a travel induction session for all new employees.	ТРС
Promotional Measures	Welcome Pack	To include walking / cycling maps and routes, information on the health benefits of walking / cycling, information on relevant car sharing websites and literature promoting travel awareness. In addition, they will provide information on public transport availability within the vicinity of the site.	ТРС
	Notice Boards / Leaflet Information Area / Public Transport Information System	The TPC will keep the noticeboards / leaflet information areas up to date, as appropriate.	TPC responsible for posting & maintaining information
	Website	A dedicated travel page will be developed as part of the website, potentially sitting under a 'Transport Links' or 'How to Get Here' section.	ТРС
	Awareness Events	Promotional events will be organised around events such as car free day, bike week, walk to work week etc.	ТРС
	Reduce the Need to Travel	Measures to reduce the need to travel such as videoconferencing and home working, (albeit given the use, this will be limited). Also promotion of online shopping and deliveries to consolidate trips for these purposes.	TPC / Management
Walking and Cycling	Route Maps	Provide route maps showing the location of local facilities and residential areas	ТРС
	Posters and Leaflets	Promotional posters and leaflets highlighting the health benefits of walking will be posted in travel leaflet areas, where available.	ТРС
	Walking Route Planners and Apps	Will be advertised and promoted	ТРС
	Walking Events	Instigate participation in local and national walking events	ТРС
	Cycle literature	Provide and promote websites and literature promoting cycling	ТРС
	Cycle to Work	Run the 'Cycle to Work' salary sacrifice scheme which provides an opportunity for employees to purchase a bicycle or cycling accessories at a reduced cost. This also allows employees to purchase higher value items in manageable monthly increments.	TPC / Management
	Cycle Training	Any suitable training will be promoted to employees (and residents)	ТРС



	Discounts	Seek to secure discounts on outdoor clothing and cycling equipment with local retailers	ТРС
	Monitoring	Monitoring usage of cycle parking and provide additional parking if demand dictates it	ТРС
	Puncture Repair Kit	A puncture repair kit and/or spare inner tubes will be provided. Staff will be informed of their location and the TPC will be responsible for ensuring the kits are always obtainable.	TPC / Management
Public Transport Measures	Information	Provision of up to date public transport information on the notice boards / leaflet information area / public transport information system.	ТРС
	Travel route planner	Promote the use of travel route planner websites to provide information on travel choices.	ТРС
	Real time information apps	Promote apps and websites that improve the user experience of public transport by reducing wait times.	ТРС
	Flexible Start / Finish times	Consider flexible start / finish times to coincide with the public transport timetable (albeit recognising this will be minimal given the use)	TPC / Management
	Season Ticket Loans	Consider providing staff with interest free loans to purchase public transport season tickets.	TPC / Management
	Discounts	Seek to secure discounts on period travel passes with the bus and rail companies for staff.	ТРС
Car Sharing	Websites	Existing car share databases such as liftshare will be promoted.	ТРС
	Manually match up car sharers	Seek to identify common journeys through matching up staff living within close proximity (considering GDPR).	ТРС
	Cost Savings	The liftshare car share cost saving calculator will be advertised through staff inductions (or other similar information). This will also be included within the welcome pack.	ТРС
	Car Parking Spaces	Consider providing further dedicated car sharing spaces on the site and provide ongoing monitoring.	TPC / Management
	Guaranteed Ride Home	Consider providing guaranteed rides home for those who have car shared and their car share partner is unexpectedly called away/delayed.	TPC / Management