



# Technical Note 3

## Mode Share

June 2020

Confidential Draft



London Resort Company Holdings Ltd

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# THE LONDON RESORT

## Technical Note 3: Mode Share





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## ***APPENDICES***

### APPENDIX A

#### BACKGROUND DATA AND REVIEW OF EXISTING SITE INFORMATION

### APPENDIX B

#### CALCULATION OF 2025, 2029 AND 2038 MODE SHARES

## EXECUTIVE SUMMARY

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This Technical Note (TN) forms part of a suite of documents intended to inform and support a Nationally Significant Infrastructure Project (NSIP) application for a world class entertainment resort in Swanscombe, Kent. This TN, forms part of the overall trip generation proposals and should be read alongside Technical Note 1 (Trip Generation) and Technical Note 2 (Trip Distribution) and will inform the Transport Assessment and Environmental Assessments for the Development Consent Order application later in 2020.

This TN in particular has been prepared to set out in detail to the relevant stakeholders, the anticipated mode shares associated with visitors to The London Resort, and the likely transport modes adopted by staff. To fully assess the impacts of The London Resort it is important that feedback is received from key stakeholders on the trip generation and modal share that forms a key part of the forecasting travel demand from the site.

In reality, The London Resort will experience varying mode shares throughout its operation. As such, fixing a mode share becomes complicated as many other variables influence travel choice. One of those variables is the design and availability of parking at the site itself. This note has focused on calculating the mode shares based on a worst case vehicle scenario, assuming the designed car parks are at full occupancy. This approach has been updated compared to previous versions following comments from Kent County Council and Highways England in 2017, where a worst case approach (in terms of vehicle numbers) was requested.

This note therefore looks at two approaches, one focusing on the worst case for vehicles – assuming full occupancy of the car and coach parks and the other reviewing the ranges of mode splits on the other modes that could occur.

## THE LONDON RESORT

To support the design process and resulting mode shares, a review of available transport mode share data has been obtained from various sources including TRICS, planning applications and Travel Plan monitoring reports at a range of Tourist destinations within the UK or in comparable environments. In each case the mode choice varied significantly, influenced by their location and accessibility to range of public transport.

It is accepted that there are no comparable visitor attractions to the proposed development in the UK and few comparable examples across Europe and the world. The geographic location of Disneyland Paris offers some similarities to the proposed development in relation to London, however it is difficult to assign a level of confidence to data which might be captured at this attraction as this site does not have access to other modes of transport that would be available at the proposed development.

For example, Disneyland Paris is approximately 150 acres in size and attracts in excess of 10 million visitors per year. This compares with Alton Towers in the UK which is approximately 160 acres in size and yet only attracts 2.5 million visitors per year. Resorts that are known for their quality and brand, such as Disney, can attract visitors all year round and repeat visitors which some attractions are less able to achieve.

MR-ProFun ('ProFun'), a world leading expert in resort management and forecasting has prepared information on the expected number of visitors to attend the site based upon visitor forecasts for the London Resort by Leisure Development Partners (LDP). The methods determining the likely trip generation of the London Resort are set out in further detail within Technical Note 1. This report will predominantly focus on the mode share for both visitors and staff and how this has been calculated for the site.

## **REVIEW OF EXISTING DATA SOURCES**

An extensive review of existing resorts both in the UK and internationally, alongside other major attractions has been undertaken to gather an understanding of the likely mode shares experienced at each site. It is worth noting that no single site has demonstrated travel characteristics or travel options that are fully comparable to The London Resort proposals, however the information does provide a useful indication and summary of travel choice.

During the review it was clear that there are a number of variables that determine and influence the travel choices used by visitors to each site. The availability of an inter-connected public transport network demonstrated, especially for sites within London, that this would lead to a lower private car mode share, which is to be expected. Conversely, those sites which had a limited travel choice relied heavily on private car travel to get visitors to and from the site.

Due to the location of The London Resort and its connections to rail, water and the road networks in the vicinity there will be a large influence from visitors travelling to and from London. It is therefore prudent to acknowledge the travel choices available for London based travel and apply different mode shares to those visitors travelling elsewhere from the UK. As part of the research undertaken in this report, a review of the likely mode share for London based travel has also been extracted, which will be applied to The London Resort visitors travelling from that location.

## **FORECAST VISITOR MODE SHARE AND TRAVEL DEMAND**

Based on the available data and by constraining the numbers of those arriving by vehicle (as the car parking is a fixed number) an estimated mode share for non-London and London based travel can be calculated and are presented in Table 1.

To align with the extensive modelling required to assess the impacts of The London Resort, this assessment is primarily focused on vehicle travel, however, it highlights the potential of public transport (other modes) and transport choice for visitors and staff. It is expected therefore as operational agreements become secured and developed, other mode shares, such as coach travel or rail could differ from those set out below.

The mode shares have been cross-referenced against the existing sites to ensure that they remain appropriate for The London Resort.

The forecast visitor demand has been developed by ProFun, based on commercially sensitive data and will be provided to enable a robust estimate of the likely number of visitor footfall expected which will be discussed in Technical Note 1.

## **REVIEW OF EXISTING DATA SOURCES – STAFF TRAVEL**

Similar to the process used for visitor travel, a review of existing resorts and attractions has been undertaken focusing on how staff travel. As would be expected, staff will have a different temporal

pattern compared to visitors, often arriving at the attraction in shift patterns before significant busy periods throughout the day.

As with visitors however, the sites proximity to public transport will have a considerable effect on the transport choices adopted. Additionally, and it's important to note, an attraction of this size has the ability to influence staff travel, either through incentives encouraging certain mode uptake or through controlled measures limiting alternative options.

The London Resort will have a limited number of staff car parking spaces, ensuring that there is not a reliance on private vehicle use.

The available information on staff travel at major attractions is useful to understand the potential staff travel patterns that could be adopted at The London Resort. As mentioned above, there is no comparable site which matches all of the characteristics that would be available. Alongside this, not all sites reviewed as part of the visitor travel exercise also had corresponding staff travel information.

As far as reasonably practicable the best available data has been sourced to inform this Technical Note. It is possible that new data could be available when the DCO application is considered but it is not anticipated that this would materially alter the forecasts included in this note.

It is also worth noting that both visitor and staff travel can be influenced by the promoter, London Resort Company Holdings (LRCH) through commercial agreements with public transport operators, which will have a bearing on the mode shares.

As such, the mode shares shown, primarily for private vehicle are considered robust and that through the associated Travel Plans and Event Management Plans for The London Resort these could be reduced further.

# 1 INTRODUCTION

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## 1.1 INTRODUCTION

- 1.1.1. WSP has been engaged to provide transport advice and input to the proposed development of The London Resort at the Swanscombe Peninsula in Kent, developing the transport, highway and infrastructure masterplan for the development business case. This Technical Note forms part of a suite of documents intended to inform and support a Nationally Significant Infrastructure Project (NSIP) Development Consent Order (DCO) application.

## 1.2 HISTORY AND ASSESSMENT OF THE LONDON RESORT

- 1.2.1. WSP has been involved in the promotion of The London Resort site at Swanscombe for a number of years and have continuously refined the assessment methodology and approaches undertaken to ensure that the site is suitably and robustly analysed. This approach to assessment has been informed through discussions with Councils and stakeholders allowing, where possible, agreements on the most applicable strategy to be implemented. This Technical Note (TN3) presents a methodology to determine the likely mode share for visitors and staff travelling to the site. This TN has been updated from earlier versions to provide greater clarity on the background data used and how that data will be applied.
- 1.2.2. This update is also in response to comments received by Kent County Council and Highways England in 2017 who enquired what would occur should a greater private vehicle mode shares be used by visitors to the parks.
- 1.2.3. As such, a worst case approach, assuming full occupancy of the car parks has been calculated. This in turn outlines what the private vehicle mode share will be. This is discussed further in Section 2.
- 1.2.4. To substantiate the resulting mode shares, a review of available mode data has been obtained from various sources including TRICS, planning applications and Travel Plan monitoring reports at a range of Tourist destinations. In each case the mode choice varied significantly, influenced by their location and accessibility to range of public transport.
- 1.2.5. This TN focuses on how visitors and staff are expected to travel to the site based on not only the availability of car parking on site, but also an empirical and robust evidence base that has been collated from existing sites and data sources. The forecast visitor and staff demand numbers have been produced by MR-ProFun (referred to as 'ProFun'), who are leisure industry experts in the field of entertainment resorts and management of large scale multi-use centres.
- 1.2.6. This forecast data was built upon the market penetration and forecast numbers developed by Leisure Development Partners (LDP), who are experts in business case planning for major international entertainment facilities, who deployed industry standard methodologies to outline the annual visitor forecasts. The information ProFun and LDP have developed has been reviewed and summarised in a separate Technical Note (TN1), which details the visitor and staff demand forecasts, which should be read in conjunction with this report.
- 1.2.7. It is accepted that there are no similar visitor attractions to the proposed development in the UK and few comparable examples across Europe and the world. The geographic location of Disneyland Paris offers some similarities to the proposed development in relation to London, however it is difficult to assign a level of confidence to data which might be captured at this attraction as this site

does not have access to other modes of transport that would be available at the proposed London Resort development.

- 1.2.8. The methodology within this TN adopts a first principles approach, using The London Resort's design and available infrastructure in combination with evidence gathered from a range of data sources, and a subsequent detailed review of the local transport provision available to sites of a similar nature to gather an understanding on the expected modal patterns. Due to the unique nature of The London Resort site, this provides a robust analytical approach as it uses established examples of large visitor attraction sites, considering the opportunities for sustainable transport at or potentially available at the site.

## 1.3 OTHER TECHNICAL DOCUMENTS

- 1.3.1. This Technical Note references a number of other concurrent Technical Notes, with this section providing a short summary on each of these referenced throughout this report:
- **Stakeholder Advisor Technical Document (SATD):** This Document outlines the data and proposed methodology to be used in determining the likely forecast visitor and staff numbers at The London Resort (LR) as well as the proposed assessment years and day types.
  - **Technical Note 1 Travel Demand:** This Technical Note presents a methodology to determine the likely multi-modal trip generation for visitors and staff, and the travel demand expected based upon the forecast annual and daily visitor figures calculated by ProFun Management Group Inc (ProFun) and Leisure Development Partners (LDP).
  - **Technical Note 2 Trip Distribution:** The Technical Note forecasts the trip distribution from The London Resort based on the distribution from existing developments of a similar nature. The report presents a breakdown of the origin of all visitors against the time of travel to The London Resort.
  - **Technical Note 4 Current and Future Mobility:** The Technical Note is split into three parts. Part A summarises the Future Mobility megatrends and technology timeline. Part B maps and describes the visitors trip origin on day of travel. This has been derived from Technical Note 2 Trip Distribution. Part C looks at the mode shift opportunity – or the estimated range of visitors that could access the site by modes other than private vehicle. This is based on the trip distribution and undertaken at a local authority level. In this part of the report, the estimated number of people that could arrive by active travel, direct local bus services, ferry and rail was calculated. The mode shift opportunity identifies a range of mode shares – with actual mode share determined by factors such as car parking availability and pricing on-site, ticketing strategies and other behaviour change initiatives

## 1.4 REPORT STRUCTURE

1.4.1. This TN presents the information used to determine the likely travel demand patterns for visitors and staff at the LR, and is broken down under the following chapters:

- Chapter 2 provides information on The London Resort proposals, including the site's location;
- Chapter 3 outlines the assessment approach adopted to calculating mode shares;
- Chapter 4 details the existing data sources used to gather information, for entertainment resorts as well as other large attractor units;
- Chapter 5 outlines the data reviewed for the London mode shares
- Chapter 6 sets out the resulting mode shares under the worst case, high vehicle demand scenario
- Chapter 7 discusses the potential mode ranges for the other modes, such as public transport, and,
- Chapter 8 provides a summary of the Technical Note.



## 2 THE LONDON RESORT PROPOSALS

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### 2.1 THE LONDON RESORT SITE SELECTION

- 2.1.1. During the Business Plan phase of the project WSP contributed to the selection of sites, providing a critique of site options relative to forecast travel demand and the existing infrastructure available at each site. The Ebbsfleet site was chosen based on a number of selection criteria, including the accessibility of the site to major European cities, transport and service infrastructure, site availability and development plan designation. The visitor experience will be consistent although the origins, destination and duration of stay will vary.
- 2.1.2. For short-break and holidays, the site lies within modest proximity to a range of Airports, where existing and planned guest accommodation make it is possible to stay within the region and access the historic and cultural centres of London, Paris and Brussels within a relatively short train journey. The economic effects of these changes to UK and regional tourism are considered in the Socio-Economic assessment supporting the application.
- 2.1.3. The site can take advantage of the Fastrack bus service, operating in nearby Ebbsfleet and the proposed Garden City development; the Fastrack service will look to reduce pressure on the local highway network.
- 2.1.4. The site also benefits from being located close to a number of ports, including Tilbury, which provides commercial cargo services as well as vehicle and passenger traffic. The potential to exploit links to the European cruise liners contributes to the site being able to offer the greatest level of accessibility for a development of its kind in Europe and much of the world.

### 2.2 DEVELOPMENT PROPOSALS

- 2.2.1. It has been determined that The London Resort is situated in a unique location and whilst the site will exhibit some similarities to sites interrogated, it is clear that the combination of travel options available at the development will result in a different mode share for visitors and staff compared to existing attractions. It is also understood that travel demand will be heavily influenced by the attractions available at the site; therefore, it is likely that the proposals at The London Resort will attract visitors from multiple areas, including UK domestic, European and the rest of the world. The current indicative proposals of the site, are set out as follows;
- A multi-IP (intellectual property, known as IP) global resort including leading brands related to film television, electronic gaming and toys;
  - Phased approach delivering two unique parks;
  - The leisure core will comprise a range of events space, themes rides and attractions, entertainment venues, theatres and cinemas;
  - The Main Gate and Second Gate will have entrance plazas offering ancillary retail, dining and entertainment facilities;
  - Approximately 3,550 suites across four hotels providing family, upmarket, luxury and themed accommodation;
  - A Waterpark incorporated within one of the on-site hotels;
  - A 'conferention' centre, combined conference and convention facilities capable of hosting a wide range of entertainment, sporting, exhibition and business events;
  - A linked building hosting a range of eSports, video and computer gaming events;



- Approximately 2,000 single units contained within 500 on-site dwellings for Resort workers; and
- People mover and transport interchange between Ebbsfleet International, the pier and the main entrance.

- 2.2.2. The London Resort site is located on the Swanscombe Peninsula, in north Kent, and is highly accessible to major road networks, including the A2, M2, M25 and Dartford Crossing. The road network provides the ability for local visitors and staff, as well as those from further afield, to access the London Resort. Additionally, the Strategic Road Network (SRN) provides connections to all key London airports within 120-minute driving times. Current site proposals include a four-lane dual carriageway access road approximately 2.3 kilometres in length to connect the A2/A2260 junction in the south and the Leisure Core on the Swanscombe Peninsula to the north..
- 2.2.3. The revised proposals for The London Resort see the introduction of a car park within the Port of Tilbury, offering up to 2,500 car parking spaces. Access will be primarily via the SRN, via the M25 and A13 corridors onto the A1089.
- 2.2.4. The modal shares of visitors and staff to a specific site is determined by and limited to the accessibility of the site by methods of sustainable transport available in the immediate vicinity. It has been concluded that resorts or attractions in rural locations, with increased distance from the SRN, will inevitably obtain a higher private vehicle mode share.
- 2.2.5. The London Resort's location on the Swanscombe Peninsula enables access from a variety of strong public transport networks surrounding the site; an exclusive provision setting the London Resort apart from other similar attractions. Ebbsfleet International station provides an efficient connection to St Pancras International and Stratford in a journey time of approximately 17-22 minutes and operating 4 times an hour. A direct service also operates from Ebbsfleet to Paris 3-5 times a day, depending on the day of the week, and takes approximately 2 hours and 5 minutes. The proximity of The London Resort to local and international rail services, including HS1 and the Eurostar, enables the existing site to benefit from this mode of travel.
- 2.2.6. In addition, the North Kent Rail line provides frequent train services to and from central London (as well as eastwards to key destinations in Kent) with stations at Swanscombe, Greenhithe and Northfleet. This proximity to available rail services, which includes the High-Speed Rail link, provides significant public transport attributes. Furthermore, other UK rail projects have been considered at varying design stages from high-level feasibility studies to preliminary design sufficient for protected transport lines. Within the sub-region these include Crossrail and Eurostar Velario, which will increase the attractiveness of rail as a mode of travel and increase the opportunity to utilise rail as a key mode of travel to the site.
- 2.2.7. The London Resort's location next to the River Thames provides an advantageous and unique opportunity to utilise the natural transport network. In addition to commercial and construction users accessing the site via Tilbury, visitors could arrive and depart via water taxis and potentially cruise ships from central London, where European and International visitors are likely to be based.
- 2.2.8. The London Resort development will look to reduce pressure on highway networks through promotion of more sustainable methods of travel and capitalising on the proximity of public transport by providing easy and efficient access to and from the main entrance. Current proposals consider the implementation of a "people mover" operating between Ebbsfleet International Station, the main entrance to the Resort and the pier. It is also assumed that the Fastrack bus service, operating in

nearby Ebbsfleet and the proposed Garden City development, will be essential to the transit of local residents and staff to and from the London Resort. Reliable and effective local public transport, in addition to a dedicated service operating between the London Resort and bus or coach stations, will enable staff and visitors ease of access to the main theme parks thereby reducing the reliance of private vehicle travel.

- 2.2.9. The London Resort development is a truly unique site, with no comparative location currently operating in the UK and limited comparisons anywhere else in the world. Disneyland, China offers an example of where car parking facilities are limited to 1,000 spaces and guests incur a charge to use them, therefore guests are encouraged to arrive at the resort via an alternative sustainable method. As a result, for most visitors the most convenient method of transportation is the Mass Transit Railway (MRT) which connects Sunny Bay Station with Hong Kong Disneyland in just 4 minutes, such that the mode share by train is reported as being over 40%.
- 2.2.10. The existing and proposed transport options available at The London Resort will enable the development to adopt a sustainable travel ethos and minimise the impact on local the highway network. To ensure that the development remains robust however, the freedom of movement from use of private vehicle needs to be considered but it is accepted that the variety of entertainment available at the site will result in high car occupancy levels, maintaining the efficient movement of people.

## 2.3 THE LONDON RESORT – DAY TYPES AND ASSESSMENT YEARS

- 2.3.1. ProFun and The London Resort have developed arrival and departure profiles for all of the elements of the park, which have been simplified into the following categories;
- Main Gate;
  - Second Gate (open from 2029);
  - Retail, Dining and Entertainment (RD&E);
  - Waterpark;
  - Events, including the combined conference and convention facilities; and
  - Hotels.
- 2.3.2. Gate 1 and the associated infrastructure, proposed to come forward as part of the London Resort masterplan, will be operational from 2024 including the new junction on the A2, new car park provision within the Port of Tilbury, the people mover between the pier, Ebbsfleet International and The London Resort, enhanced bus services and 2,300 hotel rooms. As 2025 will form the first full operational year of the London Resort, it is therefore deemed appropriate that 2025 forms the primary assessment year.
- 2.3.3. Gate 1 (also known as the main gate), the retail, dining and entertainment (RD&E), 2/3rds of the Hotels and sections of the events area will be delivered at opening in 2024. Following this, the natural next phase will follow, which seeks to increase the number of Hotel rooms. The next phases will also include increased car parking provision. This phased approach follows the same pattern as seen in other global parks.
- 2.3.4. The proposed infrastructure will be operational from 2024 including the junction upgrade on the A2, the people mover from the Thames to Ebbsfleet International via The London Resort and the enhanced bus services. The London Resort is proposed to open Easter of 2024 and as 2025 therefore forms the first full operational year, this is the year that will be assessed. 2029, the year in

which the Second Gate and remaining 1,250 hotel suites open, will also be assessed. The 2025 and 2029 forecast years will form the primary assessment years of which the resort will be mitigated against.

- 2.3.5. The increasing digitisation of society, and the emergence of connected and autonomous technologies, zero emission vehicles, shared service models and new forms of electronic payment, are already causing disruption and blurring the boundaries of traditional transport modes. In addition, global megatrends – including demographic challenges, social change, environmental focus, economic shift and the political landscape – influence how, when and where people will travel to.
- 2.3.6. As guidance, the Department for Transport's '*Future of Mobility: Urban Strategy*' outlines the Government's approach to maximising the benefits from transport innovation in cities and towns, and summarises the six high-level 'key changes' that are fueling the evolution of transport, which are;
- 1. Automation,
  - 2. Cleaner Transport,
  - 3. New Business Models,
  - 4. New Modes,
  - 5. Data & Connectivity, and
  - 6. Changing Attitudes.
- 2.3.7. How these changes are reflected within the planning of new development is paramount, particularly as the build-out timeline will be realised as these changes come to fruition. In the case of The London Resort, the development build out timeline suggests that at maturity (year 2038) means it is imperative the scheme proposals reflect new and future mobility interventions.
- 2.3.8. There is a level of uncertainty assessing as far forward as 2038 regarding key strategic infrastructure within the South East and the potential change in how people travel. Additionally, it is difficult to predict travel behaviour and patterns, especially when there will be a continuing push for sustainable travel modes alongside improvements to local bus, rail and river networks.
- 2.3.9. A sensitivity assessment will be undertaken for 2038 when The London Resort reaches maturity, 15 years after the opening of the Main Gate. The assessment years and day types are discussed within more detail in the Stakeholder Advisor Technical Note (SATD).
- 2.3.10. The full visitor attendance for assessment years and scenarios to be assessed is set out in detail within TN1 whilst this Technical Note focuses on the mode share.

## DEMAND DAY TYPES

- 2.3.11. As outlined in TN1 - a full assessment will be undertaken for the 85<sup>th</sup> percentile day / or the closest weekday to the 85<sup>th</sup> percentile in 2025, Monday 14th July (equivalent to the 87<sup>th</sup> percentile). In 2029, Monday 9th July equates to the 85<sup>th</sup> percentile.
- 2.3.12. It is useful to note that the 85<sup>th</sup> percentile day represents 50% higher daily visitor attendance than the average day, demonstrating that a robust assessment. The 85<sup>th</sup> percentile forms the core assessment for the site and will be used in the Transport Assessment.

2.3.13. In addition, WSP has considered other day types to ensure that The London Resort can operate at a sufficient level and also understand the typical demands at the site. The three different assessments are as follows;

- Average Day – average day demand.
- 85<sup>th</sup> Percentile – core assessments
- Peak weekday
- Peak day – highest demand
- Used for operational tests only

2.3.14. The daily attendance on the peak day, a peak weekday, the 85<sup>th</sup> percentile day and the average day have been presented in Table 2-1 for each of the assessment years.

**Table 2-1 – Total Daily Attendance by Day type and assessment year**

| Day Type                        | 2025   | 2029   | 2038   |
|---------------------------------|--------|--------|--------|
| Peak Day                        | 40,160 | 52,004 | 75,590 |
| Peak Weekday                    | 34,079 | 44,401 | 64,446 |
| 85 <sup>th</sup> Percentile Day | 29,292 | 38,380 | 55,330 |
| Average Day                     | 18,766 | 26,059 | 38,209 |

2.3.15. The 85<sup>th</sup> percentile data will be used for the main analysis to determine where mitigation may be required. For each of the assessment years, on the 85<sup>th</sup> percentile day, an impact assessment will therefore be undertaken for:

- AM Peak (08:00 – 09:00)
- Peak Arrival at the Resort (09:00 – 10:00)
- PM Peak (17:00 – 18:00)

2.3.16. WSP will access the operationally elements of The London Resort, such as the car park accumulation, using Peak Day visitor and staff numbers to ensure a robust assessment of capacity.

2.3.17. For the purposes of this TN, data has been summarised for the Average Day, 85<sup>th</sup> Percentile Day and the Peak day.

## 2.4 VISITOR AND STAFF INFORMATION

2.4.1. Due to the number of leisure facilities on offer, a major attraction such as The London Resort is expected to attract a variety of visitor types, including (part) day visitors and those who spend an extended period of time at/near the site. The relationship between type of visitors and their origin is considered in more detail in Technical Note 2 Trip Distribution (TN2).

2.4.2. It is fair to assume that visitors who have further to travel are much more likely to combine a visit to The London Resort with visits to other attractions, particularly for overseas visitors who are likely to have increased lengths of stay in the local area. Day visitors are likely to be made up of people travelling from a shorter radius around the site as defined in the visitor profile categories below.

2.4.3. Using data obtained from various available sources, as listed below, the breakdown of UK and London based visitors has been based on robust percentages expected to The London Resort site,

taking on board influence from the range of entertainment options proposed as well as the excellent transport links in the area.

- 2.4.4. TN2 provides detailed information on the distribution and geospatial analysis of the site.
- 2.4.5. The London Resort site will benefit from a strong local road network and sustainable travel links, which in turn will create a larger attraction to users within a closer geographic region. Consistent with other similar sized attractions around the world approximately 23-30% of visitors are forecast to travel from overseas origins, although some of these may already be visiting the UK.
- 2.4.6. Whilst the focus has been on visitor travel, it is important to also review staff travel. A similar process therefore also has been undertaken, and a review of the likely mode share used by staff, where information has been available has been identified separately.
- 2.4.7. TN1 should be read in conjunction with this note, as it provides further information on the day types at The London Resort.

## 2.5 FACTORS INFLUENCING TRAVEL CHOICE AT THE LONDON RESORT

- 2.5.1. The proposed London Resort site is intended to deliver an International visitor attraction, aimed primarily at domestic and European based tourism. The site selection focuses on a transport hub which supports a tourism destination that can cater for a range of travellers as detailed below:
  - Primary residents – those within 1hr of the Resort;
  - Secondary residents – those within 1 – 2hrs of the Resort;
  - Domestic Tourists – those considered 2hrs+ of the Resort; and,
  - Europe / International guests
- 2.5.2. It has been forecast that, in 2025, 23% of overall guests are expected to visit the site from outside the UK. This Non-UK based origin percentage was further categorised into European and International using the catchment market data from Visit Britain and LDP (included in TN2) and the full adopted home origin splits are detailed below:
 

|                         |     |
|-------------------------|-----|
| ■ UK Domestic           | 77% |
| ■ Europe                | 15% |
| ■ The Rest of the World | 8%  |
- 2.5.3. Airline services have continued to foster growth of inter-urban and inter-continental travel for medium domestic travel and European travel. Whilst coach operators may promote package trips and Crossrail may enhance some travel times via City and Stansted airports, the cost of small group travel via pre-planned taxi travel suggest that air travel visitors are likely to combine a range of travel options.
- 2.5.4. The location of the London Resort would offer a transformational change in tourism in the Kent area. The proximity of the site to high speed rail services potentially connecting the historic and cultural European cities of London, Paris and Brussels. With other 'family' attractions the London Resort could enhance the European and international tourism offer.



2.5.5. Each tourist region differs relative to the type of attractions available. At other international tourist attractions, the type and scale of accommodation can vary significantly including levels of:

- Hotel accommodation
- Holiday homes and villas / and Caravan, camping sites

## 2.6 ON-SITE HOTEL TRIPS – ARRIVALS AND DEPARTURES

- 2.6.1. In France, Disneyland Paris provides one of the closest comparisons to the London Resort in terms of leisure offer. Located on the outskirts of Paris, it is an international destination which has good road and rail links and, as with the proposed development, features on-site hotel provision which facilitates an extended stay.
- 2.6.2. Typically, such accommodation enables guests to access the park before 10am providing some incentive to stay the preceding night. Like most international parks many visitors may stay in accommodation 30-60 minutes journey time where ticketing options can be explored to deliver bus / coach and possibly local rail services.
- 2.6.3. The London Resort will provide 3,550 hotel rooms across a range of budget, midmarket, upmarket and luxury hotels. Reducing the need to travel and exploiting early access to the London Resort will attract a number of visitors resulting in some users having a longer duration of stay at the site or local area.
- 2.6.4. With the proximity of hotels in London as well as on-site will result in increased choice for visitors to access the London Resort. This will in-turn affect the potential mode shares that could be adopted. It is important to capture trips directly associated with the hotels to ensure that under-reporting of visitor arrivals or departures are avoided. Consideration has also been given to guests staying multiple nights, whose trips between the hotel and the theme parks, or other onsite facilities, are assumed to be internal and do not generate any additional trips to/ from the London Resort.
- 2.6.5. Research into Domestic and International travel patterns (reasons for travel, length of stay, origin location) was undertaken by Volterra. The report titled “London Resort Offsite hotel distribution” and TN2 outlines the distribution of hotel visitors either onsite or offsite. The report firstly presents the likelihood of overnight stay dependent upon the origin of the visitor; the home origins included:
- 0% - Primary Residential Market (0-1-hour travel time);
  - 10% - Secondary Residential market (1-2 hours travel time);
  - 50% - Domestic tourists (over 2 hours away); and
  - 100% - Europe / International tourists.
- 2.6.6. The report outlines the purpose of visit which is based on evidence on motivation of trip from Disneyland Paris for overseas and domestic visitors. The distribution of the hotel and visitors is discussed in further detail within TN2.

## 2.7 MODES OF TRAVEL AVAILABLE FOR VISITORS

- 2.7.1. Following the review of current transport infrastructure and travel options surrounding the site, noting potential and planned improvements, the modes available to visitors and staff of The London Resort site are considered as follows. It should be noted that these mode shares are for the day of travel only, so does not focus on the travel methods to all of the off-site hotels;

- Public Transport – Rail
  - The site benefits from being located next to existing and established rail services. Ebbsfleet International provides a significant opportunity for integration with The London Resort site in addition to local services operating at Swanscombe, Greenhithe and Northfleet.
- Public Transport – Bus
  - Existing bus services in the area, such as Fastrack, will allow predominantly local based residents ease of access to the site. This combined with additional services - the proposed “people mover” - linking bus and nearby rail stations with The London Resort site will allow easy interchange opportunities.
- Coach Services
  - The London Resort site will maximise the use of coach-based travel through the design of efficient access for these vehicles. For many sub-regional areas, coach operators and hotel consortiums will operate coach services to major attractions. The use of coaches allows a greater occupancy per vehicle.
- Water Taxi
  - The London Resort site is situated adjacent to the River Thames, creating an opportunity to use this natural transport resource as demonstrated by numerous existing berth and marina sites along the Thames.
  - LRCH has an agreement with Thames Clippers to provide ferry services between Central London with links to Thames link rail services at Blackfriars and the Port of Tilbury to The London Resort.
  - Thames Clippers have analysed the visitor catchment for the London Resort and consider a 15% mode share could be achieved using their services to The London Resort.
- Passenger Drop Off Areas
  - The London Resort site will appeal to all age groups, including youth and adolescents. As such, groups will be able to benefit from drop off services that will then enable drivers, who are not visiting the park, to exit.
- Other / Motorcycle
  - Some visitors and staff will want to utilise other modes of travel to the site, such as motorcycles. Whilst these may not be as frequent as other modes, The London Resort site will maintain high quality of access for all and provide secure parking provision.
  - Shared mobility services; as technology progresses more mobility providers will come on board at the site, which in turn may result in other types of modes becoming available. This could be services such as shared demand responsive vehicles, or even e-scooters from nearby hubs for example.
- Private Vehicle - Car
  - The Swanscombe Peninsula is accessible via an efficient road network, consisting of strategic links and local access roads, allowing connections to numerous local town and cities

- 2.7.2. Whilst the above provides a summary of some of the available modes, as discussed earlier, each visitor profile will have a substantially different modal choice available to them, resulting in different arrival patterns to The London Resort.
- 2.7.3. Given the accommodation facilities provided at The London Resort, it is reasonable to assume that a proportion of trips will come internally from the hotel complexes. ProFun have provided this data within their visitor analysis, which is explained in more in TN1.

- 2.7.4. All of the above modes and emerging modes will be available for visitors, as explained further below, for simplicity, we have focused on categorising the modes into the three outlined below;
- Private Vehicle;
  - Coach; and
  - Other Modes
- 2.7.5. The reasoning behind this is to allow for a worst case (in terms of vehicle numbers) to assess the impacts of The London Resort on the highway network.
- 2.7.6. As can be appreciated, this worst case may differ from the normal day to day operation of the parks, and as such is largely a theoretical exercise. It is acknowledged that private vehicle travel will remain an important mode for many visitors and staff, and the approach explained below seeks to assess the scheme against the highest demand.



### 3 ASSESSMENT METHODOLOGY AND ACCOUNTING FOR DESIGN INFLUENCING MODE CHOICE

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#### 3.1 HOW PEOPLE MAY TRAVEL

- 3.1.1. Forecasting what modes of travel visitors may use for a large entertainment site, that does not share exactly the same characteristics as other examples in the world, is not a simple task. The danger of applying a single number based on other sites to then accurately determine numbers of modes per travellers could result in a significant under or over-provision.
- 3.1.2. For the purposes of modelling and understanding potential impacts on the network, we have to assess something that is robust and defensible. It is also acknowledged that private vehicle travel remains high in terms of propensity for choice of travel, however, as can be seen in cities already, the uptake of other modes, including shared mobility has resulted in differing uptake and use by residents, visitors and staff across various projects.
- 3.1.3. Traditionally, transport planning methods may look to adopt a fixed mode share, then design certain elements in reaction to the numbers generated. This approach is normally based on supporting data on how people travel now at sites that match the proposals, and not necessarily how they would travel given a set of fixed parameters.
- 3.1.4. This approach works when you have a comparable dataset that has a high level of confidence that data trends and outputs are similar. For example, a single unit is likely to behave comparably to a single unit of a similar style assuming it has similar levels of accessibility (e.g. a rail station nearby) and so you can use data from one to predict the other. However, even then, important factors such as but not limited to, geography, demographics and links to other sites for example have an important part to play in travel choice.
- 3.1.5. The mode choices recorded by other developments have been captured by sites already established and reflect either a singular point in time (such as a one-off survey) or are averaged out across to understand general patterns. In reality, the mode choice that visitors and staff adopt will vary across the days, season, year and are determined by numerous factors. This doesn't capture the variability that you would expect any entertainment site of this scale to witness, especially when viable public transport options will be as accessible as private vehicle use.
- 3.1.6. Reviewing how existing sites operate should not be fully discounted however. Existing sites and the data provided are an invaluable source that can be used in the review process to establish whether the design principles at The London Resort are valid. As discussed in later sections, we will use this data to provide an evidence base to justify the mode shares adopted and tested for the proposals.
- 3.1.7. To assess The London Resort at this stage, an alternative methodology has been adopted that seeks to use supporting data where it can, in combination with the development designing in deterrence away from over-reliance on private vehicle use.
- 3.1.8. This seeks to ensure that The London Resort is resilient to current travel patterns but also provides enough flexibility when looking at the emerging Future Mobility megatrends and proposed technologies / services that could be adopted through The London Resorts timeline. TN4 reviews these trends as well as the mode shift opportunity – or the estimated range of visitors that could access the site by modes other than private vehicle. The TN4 estimates the number of people that

could arrive by active travel, direct local bus services, ferry and rail. The mode shift opportunity identifies a range of mode shares – with actual mode share determined by factors such as car parking availability and pricing on-site, ticketing strategies and other behaviour change initiatives

- 3.1.9. This approach is also in response to Kent County Council and Highways England enquiries on mode shares adopted in previous versions of the analysis and reports in 2017. A separate stakeholder comment response document is also being prepared to assist in providing further information on those matters.

## 3.2 ASSESSING WORST CASE ROAD DEMAND VS DAY TO DAY OPERATION

- 3.2.1. The methodology described above, using data from current sites to forecast a new development, fails to take into account how a new site design can influence how people travel. Existing data reflects the site it is taken from and unless the characteristics match those of the proposals, it may not be accurate enough to determine how users may travel.
- 3.2.2. This is an important point, as The London Resort has the ability to dictate certain elements, such as car parking.
- 3.2.3. Determining an exact modal share across all travel types is a complex undertaking that has many variables. The London Resort will not always see the same levels of demand throughout the year, so seasonality will play a role in determining the availability of car parking spaces for example. Coupled with this, The London Resort will be able to influence users through ticketing strategies, with potential collaborations with other providers, such as rail and public transport companies.
- 3.2.4. The combination of design, plus variability across the year will result in the site experiencing shifts in mode share and percentages.
- 3.2.5. It is acknowledged that during a low season period, there may be less parking demand, which in turn could result in visitors using their car to a higher level compared to peak season (where the car parks may be at capacity and cannot be used beyond a certain level). However, it's important to note that the demand is relative to the total visitors (and therefore total cars) would be less too.
- 3.2.6. This Technical Note outlines an approach to determining how people may travel to the site and how this then feeds into TN1 and TN2 to determine the potential impacts. In determining those impacts, there are two main focuses;
- **SCENARIO 1** - Assessing worst case road capacity for the Transport Assessment – **vehicle focused**
  - **SCENARIO 2** - Assessing the demand on rail, buses and sustainable travel – **other modes focused**
- 3.2.7. To simplify the process therefore, instead of reviewing every mode at this stage, it is useful to under the potential mode shares for the following three categories;
- Private Vehicle (Car) - **vehicle**
  - Coach - **vehicle**
  - Public Transport, Rail, Bus, Walking / Cycling - **other modes**

### 3.3 CONSTRAINING PRIVATE VEHICLE USE BY DESIGN

#### VISITOR PARKING

- 3.3.1. The London Resort will have 10,000 visitor spaces at the site in total. It is important to note that at opening, the site will have approximately 5,000 visitor spaces. This will increase in line with uptake in visitor numbers up to a maximum of 10,000 spaces.
- 3.3.2. LRCH is committed to developing world leading mobility strategies at The London Resort, and whilst some car parking will be provided, it is the intention that reliance on private vehicle is kept to a minimum wherever possible and feasible. WSP is at the forefront of reviewing future trends in terms of mobility and alternative options away from car travel. WSP has reviewed the likely trends in a separate note, TN4, which will be used to inform the Travel Plan (Management Plans) for the site.
- 3.3.3. An alternative approach to determining mode share and the resulting numbers of vehicles has therefore been applied. In short, the approach looks at the car parks at The London Resort, the likely mode share from London and uses these fixed numbers to determine the maximum vehicular mode share for the rest of the UK. This alternative approach to determining mode share ensures that what is designed is actually tested.
- 3.3.4. Car parking and coach parking numbers form part of the DCO application and therefore are a fixed number. No more than 10,000 visitor car park spaces and no more than 200 coach parking bays will be allowed on site.
- 3.3.5. It is worth noting at this time, that visitors to this resort will be expected to purchase tickets in advance and travel choice to The London Resort will form part of the purchased ticket. This way, The London Resort has some control over how people travel and promoting other modes of travel when the car park is operating at capacity.

#### Visitor & Hotel Car Parks

- 3.3.6. Table 3-1 below shows the parking numbers across the three assessment years.

**Table 3-1 – The London Resort – Visitor parking numbers by year of assessment**

| YEAR | ALL VISITORS CAR PARKS | HOTEL (INCLUDED WITHIN TOTAL) | COACH PARKING |
|------|------------------------|-------------------------------|---------------|
| 2025 | 5,000                  | 690                           | 200           |
| 2029 | 7,500                  | 1,065                         | 200           |
| 2038 | Up to 10,000           | 1,065                         | 200           |

- 3.3.7. For the purposes of the modelling assessments it will be assumed that the maximum occupancy will be reached for the car parking and coach parking. This is discussed further in Section 3.4 below.

## **HOTEL PARKING**

- 3.3.8. Table 3-1 separates out the Hotel parking on site. This will be a dedicated car park separated from the main visitor parking (either physically or via ticketing controls / allocation).
- 3.3.9. As with the visitor parking, the hotel parking is constrained and so it is possible to calculate the mode share when the hotel parking is at full capacity.
- 3.3.10. Information outlining the propensity of those staying overnight is contained within TN2. Using the same methodology as set out below, it is possible to use this to understand the maximum private vehicle mode share, assuming the hotel car park is full.

## **STAFF CAR PARKING**

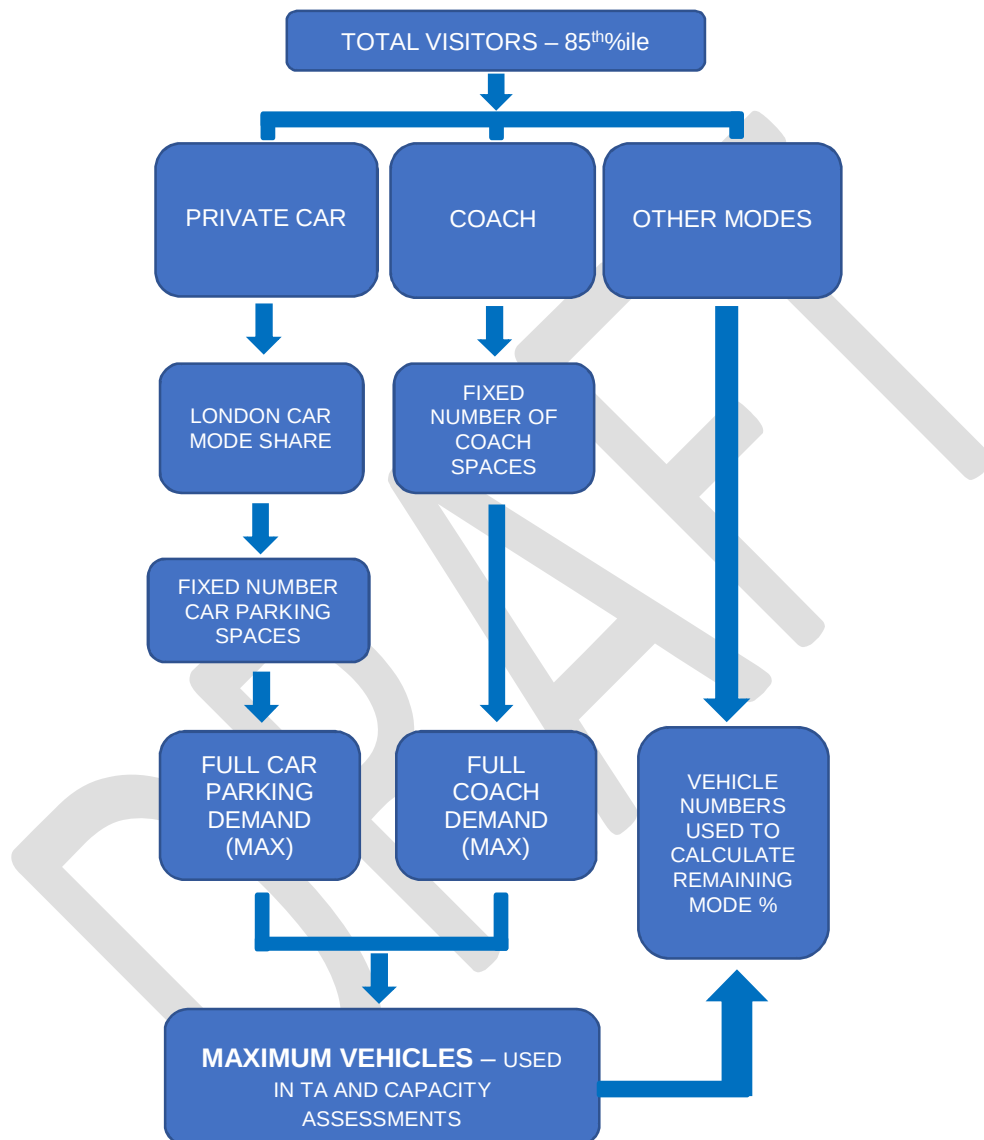
- 3.3.11. Similar to visitors, The London Resort will constrain its staff parking numbers to ensure that control over vehicle use is maintained and where possible non-vehicle modes are adopted.
- 3.3.12. The London Resort will have 500 dedicated staff parking spaces on site. This will be used in the same manner as visitors and a full occupancy will be assumed for the modelling assessments. Staff parking is discussed in detail below.
- 3.3.13. It is also worth noting that The London Resort will have dedicated accommodation for staff on site, minimising the need for private vehicle use.

## **3.4 SCENARIO 1 - ASSESSING WORST CASE ROAD CAPACITY FOR THE TRANSPORT ASSESSMENT**

- 3.4.1. As discussed above, there is a need to determine the worst case scenario in terms of vehicles to / from The London Resort. In this regard, there is a need to understand what the potential maximum numbers of private vehicle and coaches could be.
- 3.4.2. The London Resort is aiming for 50% private vehicle use – however this will vary across day types and seasons. Equally, Coach use could increase and decrease, which in turn could impact both the private vehicle and other modes percentage. For example, Rail use could vary, and could represent up to 40% on a given day, although is likely to be within a range that reflects the level of vehicle use expected.
- 3.4.3. As outlined above, in terms of The London Resort, the physical infrastructure (car parking) will by its nature constrain vehicle demand. The number of car parking spaces and coach parking is fixed at the site, so once capacity is reached then this is the point where users will have to seek alternative modes to access the site.
- 3.4.4. The ticketing strategy for The London Resort will be a key component of managing car parking demand and will enable tracking of space allocation and the resulting levels of availability. Once a full number is reached, then car parking would not be offered at the site.
- 3.4.5. Linked with this, is the fact that a high proportion of visitors to The London Resort will be international and / or from the London area. The site benefits from a direct connection to Eurostar and as such, visitors can benefit from this to access the site. As discussed in Chapter 5 below, the influence of London on mode choice is significant and warrants further review. This ensures that the differences in travel patterns from London are accurately reflected in the future travel forecasts.

- 3.4.6. As there is suitable data available to ascertain the likely private vehicle mode share from London visitors, this will be used to determine the number of vehicles attracted from London alone. Knowing the number of vehicles from London enable WSP to identify the level of vehicles and therefore a mode share for visitors originating from non-London origins, and as such that would represent the general private vehicle mode share. Figure 3-1 outlines the assessment approach in a flow diagram.

**Figure 3-1 – Assessment Flow Diagrams**



- 3.4.7. TN2 considers in depth the likely origin of travel of any given assessment day, considering where visitors will be coming from. This is an important consideration, as this defines the London / non-London variable. Chapter 5 of this TN outlines further review of the London mode share.
- 3.4.8. All elements of The London Resort will have a distribution applied, that includes London and non-London based trips. However, in terms of applying different mode shares and calculating the resulting vehicles, the main factor will be car park capacity.

- 3.4.9. It is important to note that this approach represents the maximum vehicles that could be on site, in reality, the mode shares will be different on a day to day basis and a worst case scenario in terms of vehicles, assuming the full demand and use car and coach parks is reached.

### LONDON / NON-LONDON SPLITS

- 3.4.10. TN2 provides the distribution of where visitors will be travelling to / from. Chapter 5 of this TN also provides a further review of the London mode share information.
- 3.4.11. To inform the car parking provision, we have researched the private vehicle mode share likely to come from London areas. Knowing these three items (percentage of people from London, private vehicle mode share for London and the number of parking spaces) you are able to calculate the resulting vehicles from elsewhere in the UK.
- 3.4.12. Table 3-2 below shows the parking numbers across the three assessment years.

**Table 3-2 – The London Resort – London / Non London visitor split (indicative)**

| Year | Average DAY |            | 85 <sup>th</sup> Percentile DAY |            | PEAK Day |            |
|------|-------------|------------|---------------------------------|------------|----------|------------|
|      | London      | Non-London | London                          | Non-London | London   | Non-London |
| 2025 | 45%         | 55%        | 45%                             | 55%        | 45%      | 55%        |
| 2029 | 44%         | 56%        | 44%                             | 56%        | 45%      | 55%        |
| 2038 | 46%         | 54%        | 47%                             | 53%        | 39%      | 61%        |

\*London includes those international guests staying close – refer to TN2

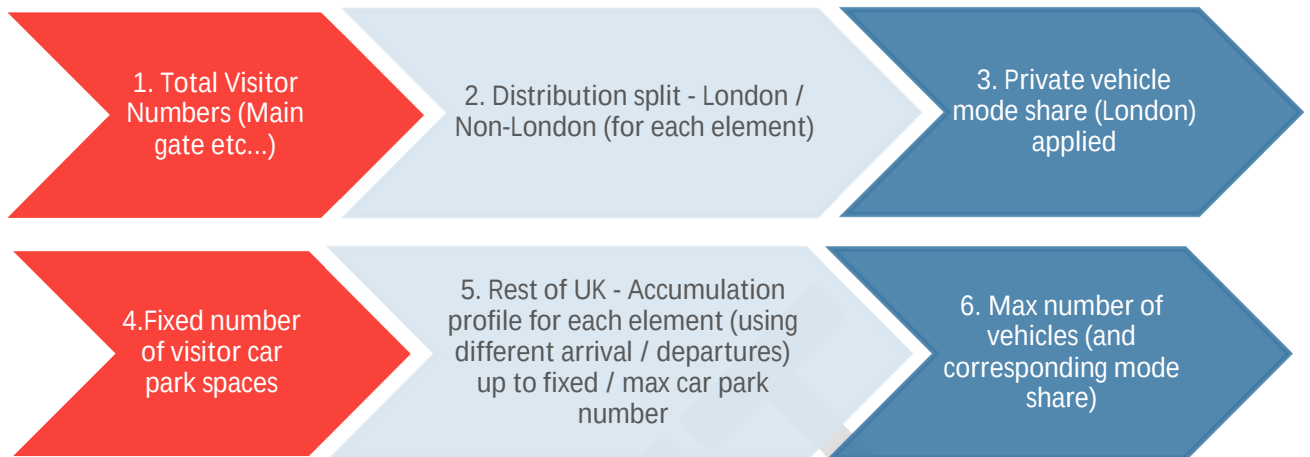
- 3.4.13. For the purposes of the modelling assessments it will be assumed that the maximum car park occupancy will be reached for the car parking and coach parking.

### PRIVATE VEHICLE – Main Visitors

- 3.4.14. As shown in Table 3-1, the visitors will have a main car park. This will be separate from the hotel parking; the elements of the London Resort which use this spaces are as followings;
- Main Gate
  - Second Gate
  - RDE
  - Waterpark
  - Events
- 3.4.15. Knowing the number of parking spaces available can be used to dictate the number of vehicles and the corresponding private vehicle mode share.
- 3.4.16. The methodology seeks to result in the maximum parking occupancy. This will be dependent on the number of visitors, so on Peak days, with higher visitors' numbers, the percentage mode share from non-London will go down. Figure 3-2 outlines the approach.



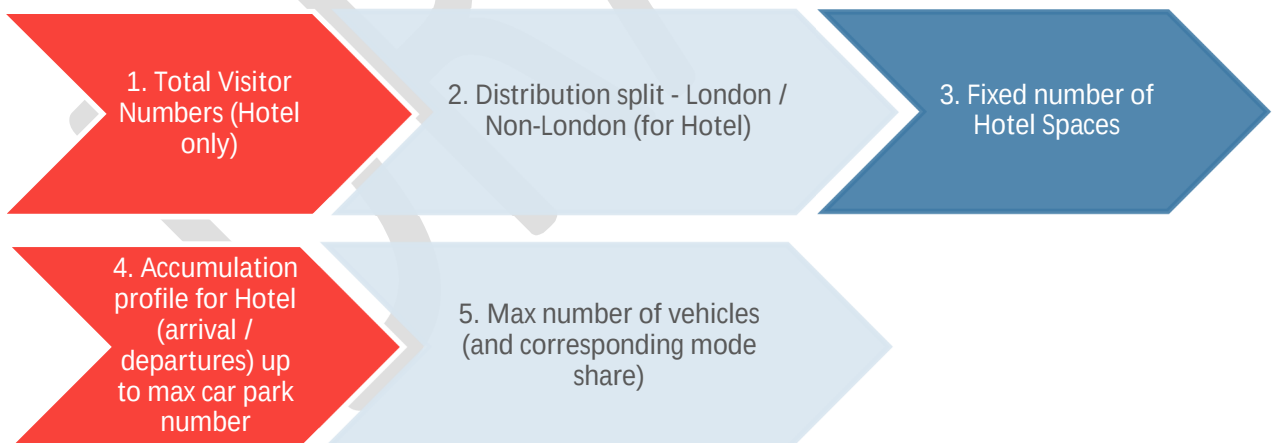
**Figure 3-2 - Private Vehicle - Assessment Approach (Scenario 1)**



### PRIVATE VEHICLE – Hotels

- 3.4.17. For hotels, there is less difference between London and non-London mode shares and so a specific split has not been applied in terms of private vehicles.
- 3.4.18. Instead, using the defined number of hotel parking spaces as a fixed number, it is possible to then use the arrival / departure profiles for the hotel to understand what vehicle mode share is required to match that total demand. Figure 3-3 demonstrates the simplified process.

**Figure 3-3 - Private Vehicle - Hotel Assessment Approach (Scenario 1)**

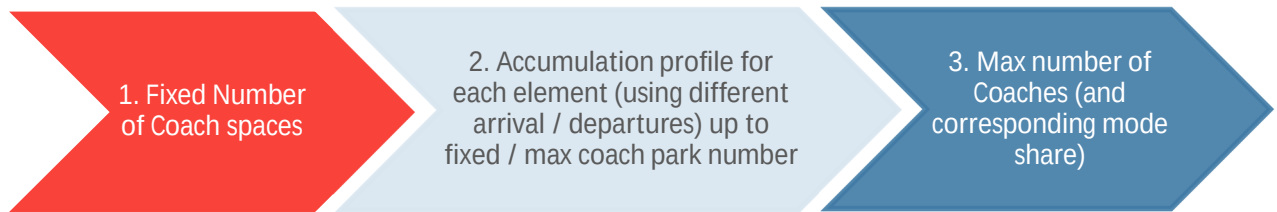


### COACH

- 3.4.19. Similar to hotels, Coach trips could be higher if attached to hotels and nearby locations, however for simplicity the mode share has been derived from knowing the capacity of the coach parking area (200 spaces). Assuming max occupancy (as a worst case), the resulting mode share can be calculated. Figure 3-4 outlines this approach.



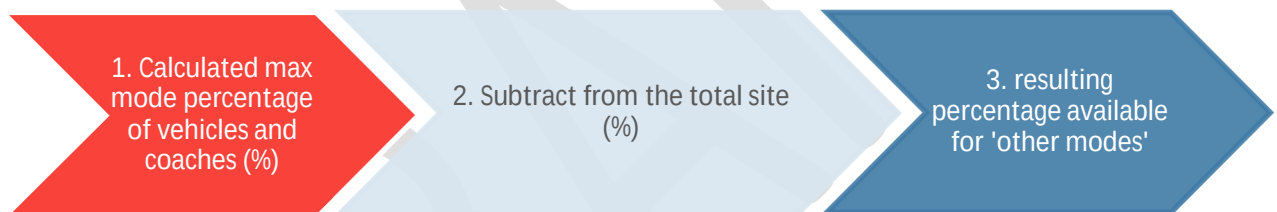
**Figure 3-4 - Coach - Assessment Approach (Scenario 1)**



## OTHER MODES

- 3.4.20. Knowing the private vehicle and coach numbers, it is then possible to calculate the remaining total number of visitors that will reach The London Resort by “other modes”, which are largely public transport. As discussed above, this is split between main public transport (rail, bus) and other sustainable modes, water ferry, walking and cycling, which will have a range depending on the day.

**Figure 3-5 - Other modes - Assessment Approach (Scenario 1)**



## STAFF

- 3.4.21. Staff vehicle mode share will be assessed in the same manner as Coach, being based on the fixed number of staff parking spaces.
- 3.4.22. The London Resort will have housing on site specifically for staff (with a capacity of some 2000 employees) and as such will reduce the need for off-resort travel.

## 3.5 SCENARIO 2 - ASSESSING WORST CASE – OTHER MODES FOCUSED

- 3.5.1. Whilst Scenario 1 will determine the maximum number of vehicles on the network, this does not mean that the other modes (public transport, rail and bus) will remain at a fixed mode percentage.
- 3.5.2. Chapter 7 of this report sets out the approach to reviewing the other modes focused scenario.

## 4 VISITOR TRAVEL BACKGROUND INFORMATION & DATA SOURCES

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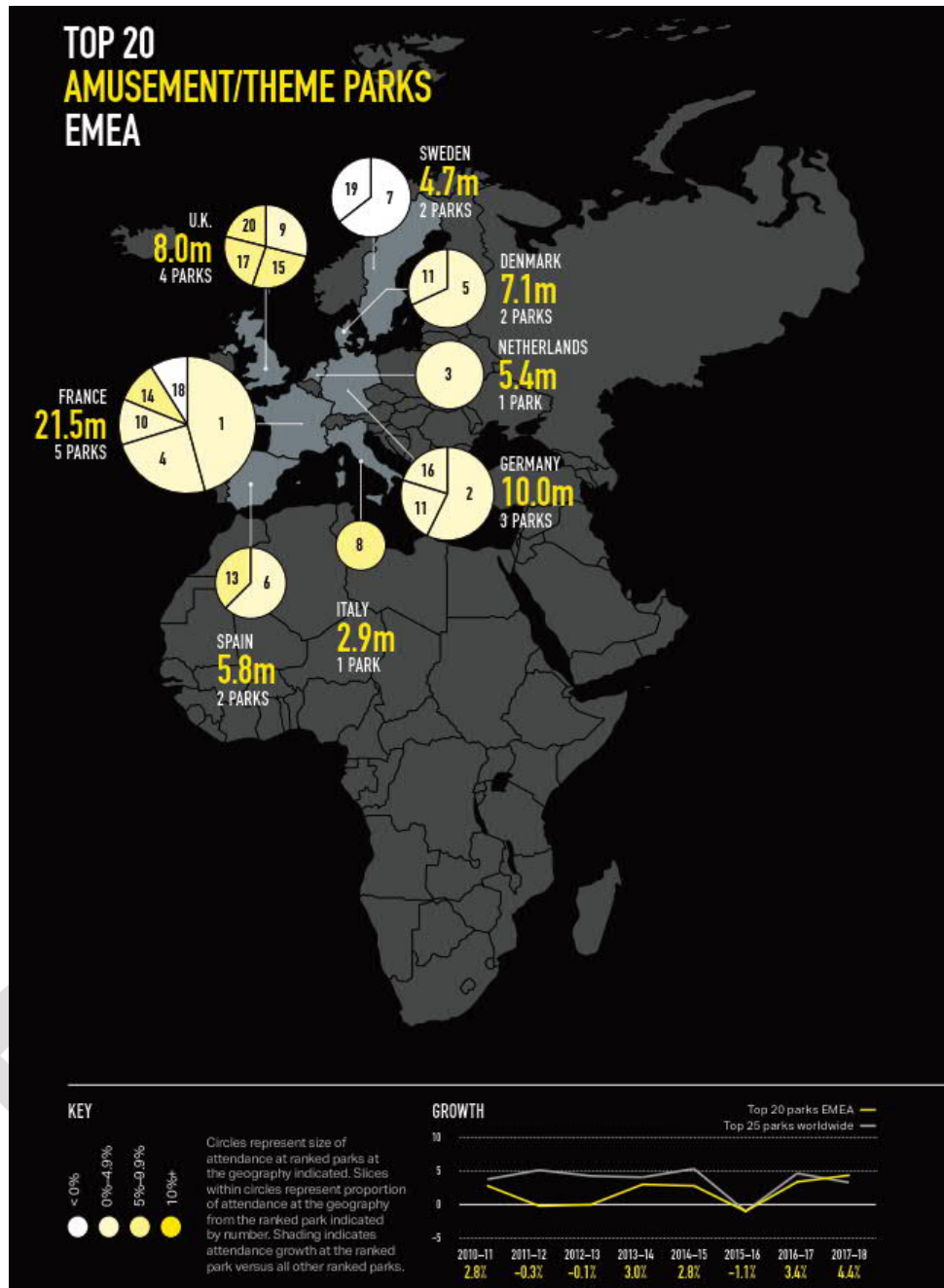
### 4.1 INTRODUCTION

- 4.1.1. Chapter 3 sets out the intended strategy to assess and calculate the potential mode shares for The London Resort. It is important to cross-reference these against existing sites to ascertain whether the resulting percentages are similar.
- 4.1.2. A review of publicly available information has been undertaken to source relevant data for existing major visitor attractions, 2011 census data and UK tourism reports. Where possible, modal split information has been acquired, in an attempt to provide a comparison against the percentage range of the likely transport options used by visitors. This has been completed to cross reference the London based mode share and a non-London UK wide mode share that can be adopted for the London Resort to ensure that they are appropriate for assessment.
- 4.1.3. Numerous sites were reviewed during this process, and which is set out, alongside background information within **Appendix A**. In summary, a review of a selection of existing resorts was completed, alongside other major trip attractors, such as shopping destinations and stadia. Whilst it is acknowledged that non-resort sites will have different travel patterns, they provide a valuable source of information on locations that cater for large numbers of visitors and support staff.
- 4.1.4. This review process looked at existing sites that try to encompass some comparable characteristics to the development, such as being close to significant population centres with supporting transport infrastructure.
- 4.1.5. In terms of staff travel, as part of the DCO application a detailed Socio-Economic study will examine the likely skill and employment related issues for the region, considered further in Technical Note 2. As a major employer the geographic area within which staff will travel will influence travel choice and will be monitored and managed at each site and within The London Resort development. Where information on staff travel for comparable resorts is available this will be used to provide an indication of the typical modes of transport used by employees. As with visitor travel, staff mode share will be influenced by available public transport and therefore similar arguments over the inclusion of sites within London still apply. The available information on staff travel reviewed was limited however, and for clarity all sites studied have been included in this TN.

### 4.2 ENTERTAINMENT RESORTS IN THE UK, EUROPE AND ROW

- 4.2.1. A review of the largest 20 theme / amusement parks in Europe was undertaken by Aecom as part of the 2018 Theme and Museum Index Global Attractions Attendance Report. As shown in Figure 4-1 below out of the 20 largest sites in Europe, four of them are based in the UK, being Alton Towers, Legoland Windsor, Thorpe Park and Chessington World of Adventures. Given the size of these facilities and demographic of likely visitors, we consider that the visitor profile of these would be, in part, similar to The London Resort.

Figure 4-1 - Top 20 Resorts in Europe (Aecom / TEA 2018)



Source: <https://www.aecom.com/content/wp-content/uploads/2019/05/Theme-Index-2018-5-1.pdf>

- 4.2.2. Whilst resorts and adventure parks remain popular tourist destinations, recent events, including the ride crash at Alton Towers and terrorist activities have begun to influence travel demand. Some countries sites have experienced drops in tourism, resulting in migration of visitors to other areas. Equally some sites have re-branded or invested in new attractions to try and promote increases in visitor numbers. The latest information about the number of visitors to different theme parks across Europe between 2013 and 2018 is detailed in Table 4-1 below.

**Table 4-1: Attendance at European Theme Parks 2013-2018**

| Park, Location            | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|---------------------------|------|------|------|------|------|------|
| Disneyland Paris, France  | 14.9 | 14.2 | 14.8 | 13.4 | 14.9 | 15.1 |
| Europa Park, Germany      | 4.9  | 5.0  | 5.5  | 5.6  | 5.7  | 5.7  |
| Tivoli Gardens, Denmark   | 4.2  | 4.5  | 4.7  | 4.6  | 4.6  | 4.9  |
| De Efteling, Netherlands  | 4.2  | 4.4  | 4.7  | 4.7  | 5.2  | 5.4  |
| Port Aventura, Spain      | 3.9  | 3.9  | 3.6  | 3.6  | 3.7  | 3.7  |
| Liseberg, Sweden          | 3.2  | 3.5  | 3.1  | 3.1  | 3.1  | 3.1  |
| Gardaland, Italy          | 3.0  | 3.0  | 2.9  | 2.9  | 2.6  | 2.9  |
| Alton Towers, UK          | 2.6  | 2.7  | 1.9  | 2.0  | 1.9  | 2.1  |
| Legoland Billund, Denmark | 2.5  | 2.5  | 2.1  | 2.1  | 2.2  | 2.3  |
| Legoland Windsor, UK      | 2.1  | 2.2  | 2.3  | 2.2  | 2.3  | 2.3  |

Sources: <https://www.aecom.com/content/wp-content/uploads/2019/05/Theme-Index-2018-5-1.pdf>

- 4.2.3. As shown in the table, Disneyland Paris continues to be the largest European park, with 15.1M visitors in 2018. This has significantly increased since 2016, where 2016 figures have been attributed to a variety of factors including economic and political events, as well as a rainy start to the season, brought down overall tourism numbers to the greater Paris region. Interestingly, the top four resorts all showed marginal growth in visitor numbers from 2016 to 2018. The other sites were shown to be more variable with no resorts losing numbers. Gardaland, Italy saw the greatest increase of 11.5%.
- 4.2.4. In addition to the existing park resorts, an alternative search has been undertaken focusing on larger attraction sites within the UK. Where possible other European or international sites have also been interrogated to provide further sources of information. Collectively it is intended that this will provide a robust data set to provide a comparator against the available and potential travel options that can be implemented at The London Resort.
- 4.2.5. Comparisons were made between the aforementioned existing resorts and The London Resort taking into account parking provisions, distance from railway stations, motorways, a town or city centre and ease of access for European or International travellers.
- 4.2.6. Proximity to public transport links, Motorway networks and a town or city centre mean that Warner Brothers Studio Tour and Thorpe Park are the closest comparisons to The London Resort within the UK. Both sites have adequate provisions for visitors to access the site via an extensive range of transport modes and research on these developments will help inform modal splits for the new development.
- 4.2.7. Disneyland Paris offers similarities in terms of geographical location and The London Resort's proximity to London however the proposed development site offers a number of transport modes that aren't available at other existing worldwide comparable resorts, such as water taxi and Fastrack services.

## 4.3 MAJOR SITES / ATTRACTIONS IN THE UK

- 4.3.1. Using a similar methodology to the existing resorts mentioned above, a review and interrogation of major sites within the UK has been completed. This provides a wider database of information and includes attraction sites that are considered to encounter similar visitor profiles to the proposals. The sites considered below are;
- Shopping centres
  - Stadia,
  - Arenas,
  - London Olympics, and
  - Airports,
- 4.3.2. The site selection applied has looked at locations with publicly available data, as well as having visitor profiles which could at least be partially applicable to some of the elements of the London Resort site. A number of these locations are stadia, which has previously been looked at in the TRICS conference papers<sup>1</sup> noting that spectators typically arrive within two hours before game and depart within 90 minutes of end. Whilst The London Resort is likely to have a longer duration of time, the use of sites which attract large number of visitors provides a good basis of the likely transport patterns adopted.
- 4.3.3. Most of these attractions can be considered as a 'day' visitor attraction although a smaller number of visitors could be described as Tourists staying in overnight accommodation.
- 4.3.4. Comparisons were made between the outlined major attractions and The London Resort taking into account land use, parking provisions, distance from railway stations, motorways, a town or city centre and ease of access for European or International travellers.

## 4.4 EXISTING RESORTS AND ATTRACTIONS REVIEWED

- 4.4.1. As discussed previously, a large number of sites and attractions have been reviewed during the assessment process. Table 4-1 below outlines the places considered and whether or not the sites have been included in further analysis and review.

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<sup>1</sup> *The Potential for Sustainable Transport Solutions: Theme Parks and Sports Stadia, TRICS 10<sup>th</sup> Annual Conference & Aston Village Football Club – Sustainable Transport Plan, TRICS 11<sup>th</sup> Annual Conference, et al.*

**Table 4-2: Sites and Attractions reviewed as part of TN3**

| Entertainment Resorts           | Included | STADIA / ARENA                                     | Included | SHOPPING CENTRES          | Included | AIRPORTS / OTHER      | Included |
|---------------------------------|----------|----------------------------------------------------|----------|---------------------------|----------|-----------------------|----------|
| Warner Brothers Studio Tour     | ✓        | Emirates Stadium                                   | ✗        | Westfield London          | ✓        | National Space Centre | ✗        |
| Thorpe Park                     | ✓        | Brighton & Hove American Express Community Stadium | ✓        | Bluewater Shopping Centre | ✓        | London Olympics       | ✗        |
| Chessington World of Adventures | ✗        | Wembley Stadium,                                   | ✗        | Lakeside Shopping Centre  | ✓        | Stansted Airport      | ✗        |
| Alton Towers                    | ✗        | Twickenham Stadium,                                | ✗        |                           |          | Heathrow Airport      | ✗        |
| Legoland Windsor Resort         | ✗        | Leeds Arena                                        | ✗        |                           |          | NEC Birmingham        | ✓        |
| Europa, Germany                 | ✓        | Bristol Stadium                                    | ✗        |                           |          |                       |          |
| Disneyland, Hong Kong           | ✗        | O2 Arena                                           | ✗        |                           |          |                       |          |
| Disneyland, Paris               | ✓        |                                                    |          |                           |          |                       |          |

- 4.4.2. Whilst it is acknowledged that the above is not a definitive list of attractions and / or large trip attractors, the sites identified above had information available that allowed for a review of the visitor mode shares and in some cases staff mode.
- 4.4.3. For clarity, all of the information reviewed has been attached to this report as **Appendix A**. This provides a summary of the information found. For the purposes of this report however, not all sites reviewed are considered to be comparable and appropriate for us within the analysis. As discussed above and in **Appendix A**, certain sites benefit from their proximity to the central London with little or no public car parking which would suggest a lower car percentage than other sites.
- 4.4.4. A site selection and review process has therefore been required to filter the sites which are not directly applicable to the proposed site. Key characteristics, including proximity to sustainable travel options, as well as geographic location and longer distance travel needs to be considered at each site. The development will benefit from links to key SRN infrastructure as well as a large railway station within a short walk from the main gate.



- 4.4.5. The ability to travel by rail coupled with the available bus routes and travel by waterways will provide a set of attractive travel choices to many as this will enable users to utilise the benefits of those travel modes. It is acknowledged that private car travel will continue to be the primary mode choice for some visitors and as such, The London Resort's ability to transport cars on and off the Local Road Network (LPN) to the SRN is also a benefit to the area.
- 4.4.6. In terms of looking at London specific sites, the site selection review has filtered out the majority of London tourist, entertainment and stadia facilities except Westfield shopping centre in Stratford. As described in more detail below, the entertainment and tourist facilities in London often provided distinctly different attractions (such as large-scale sporting events) and are typically deemed to be too accessible with an abundance of public transport options especially in central London. Whilst this could be used to suggest that private vehicle use at the proposed site would be lower, it is sensible to acknowledge that these sites also have a lack of public parking and are not as accessible for private vehicles.

## 4.5 SITE SELECTION PROCESS & FINAL SITE SELECTION

- 4.5.1. Each attraction / site reviewed has been interrogated using the information publicly available to ascertain their relevance to the proposals at The London Resort site. Where sites are considered to be suitable for further review, a further in-depth review was completed.
- 4.5.2. The review process has attempted to look at a series of attractions and large visitor destinations to understand the likely mode share and travel patterns that could be expected. Each site / attraction reviewed in detail presents the information that has been sourced on visitor mode of travel. Where updated data sets are available these have also been provided, however it should be noted that whilst these are correct at the time of writing updates may have occurred during the DCO application stage.
- 4.5.3. Being subjective to a degree, it is expected that the sites selected will be challenged, however it is believed that those used in the analysis present a good cross section of mode choice at events / attractions which share at least some characteristics with The London Resort site.
- 4.5.4. The final sites selected for further review are therefore as follows;
- Warner Brothers Studio Tour,
  - Thorpe Park,
  - Europa Park,
  - Disneyland Paris,
  - Brighton and Hove Albion American Express Stadium,
  - Bluewater Shopping Centre,
  - Lakeside Shopping Centre,
  - Westfield Shopping Centre (London mode share only) and
  - Birmingham National Exhibition Centre
- 4.5.5. As expected, the review indicates that the primary focus will be on existing resorts both in the UK and in Europe. The other selections all demonstrate similar characteristics and provide a good basis to begin analysis.



- 4.5.6. The combination of travel choices at The London Resort, including HS1, local rail, local bus, Fastrack, water taxi, walking, cycle connections and links to the SRN put it in a unique position of having a truly multi-modal travel option. As observed in the review process, the ability for visitors to choose travel options including the use of private vehicle is an important consideration. Therefore, whilst certain sites may exhibit lower car mode shares, it is sensible and prudent to expect that this form of travel is likely to be the predominant mode until the other travel options available outweigh the attractive qualities of car modes.
- 4.5.7. As such, whilst a review and summary of those sites detailed above is included in the table below, it should be noted that as outlined in Section 3, the methodology to determine private vehicle mode share has been based on the car parking / design of The London Resort. The data reviewed allows a greater understanding of the comparison between the final sites selected and The London Resort proposals.
- 4.5.8. Table 4-3 provides a comparison of location, proximity to other attractions as well as travel options for both the development and the final sites selected.

Table 4-3: Final Site Selection Summary Table

|                     |                                                                               | THE LONDON RESORT                                                                                                                           | EXISTING RESORTS                                                                                    |                                                                            |                                                                                             |                                                                                           | STADIA                                                                                                             | SHOPPING CENTRES                                                                                            |                                                                                                           |                                                                                    | OTHER                                                             |
|---------------------|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| Key CHARACTERISTICS |                                                                               | Development Proposals                                                                                                                       | Warner Brothers Studio Tour                                                                         | Thorpe Park                                                                | Europa, Germany                                                                             | Disneyland, Paris                                                                         | Brighton & Hove Stadium                                                                                            | Bluewater                                                                                                   | Westfield (London only)                                                                                   | Lakeside                                                                           | NEC Birmingham                                                    |
| Geography           | Proximity to a city / town                                                    | East of Dartford, west of Gravesend and north of Swanscombe, but has a close proximity to London                                            | Approximately 3miles from Watford                                                                   | North of Chertsey, although this doesn't have a large population           | Largely out on its own. However, benefits from being close to 3 country borders.            | Relatively close to central Paris (<20miles)                                              | Situated north east of Brighton (approximately 3miles from the centre)                                             | East of Dartford, but has proximity to London                                                               | Stratford, approximately 3 miles from central London                                                      | Located in Grays, but has proximity to London                                      | Approximately 8miles from Birmingham                              |
|                     | Other attractions nearby                                                      | Lakeside and Bluewater shopping centres are established destinations nearby                                                                 | No major attraction nearby, other than general central London sites                                 | Relatively close to Legoland Windsor (7.5 miles) and Chessington (9 miles) | Funny-World is 2miles away, however is aimed at a younger age group                         | Other Disney based attractions hotel in the immediate vicinity, nothing else major nearby | No major attractions nearby other than Brighton / coastline itself                                                 | Lakeside located north of River Thames                                                                      | The London Stadium and Queen Elizabeth Park                                                               | Bluewater south of River Thames                                                    | No major attractions nearby, other than Birmingham itself         |
| Transport           | Near to road connections (either direct connection to SRN or within locality) | Located off A2, which provides a direct connection to the M25, with the M20 nearby                                                          | A41, M25, M1 are all near to the site                                                               | Close to M25 and M3                                                        | Close to major motorway 5,                                                                  | Accessed off the D344, which connects to the E50 / A4                                     | Situated adjacent to the A27                                                                                       | Located off A2, near to M25                                                                                 | Located off A12                                                                                           | Located off A13, near to M25                                                       | Located off of Junction 6 of M42                                  |
|                     | Sustainable travel - Proximity to rail travel / stations                      | Ebbsfleet provides HS1 rail services.<br><br>Local rail services can be accessed via numerous stations (Greenhithe, Swanscombe, Northfleet) | Watford has both national rail and underground services, however these are beyond walking distances | Chertsey is the nearest station – approximately 1.6miles away              | Ringsheim Station is approximately 2.5 miles away                                           | Gare de Marne la Vallée Chessy railway station adjacent to site.                          | Falmer Railway station immediately adjacent to the site                                                            | Greenhithe is located approximately 1mile to the north                                                      | Stratford/Stratford International station providing national and underground services                     | Chafford Hundred station located immediately east of centre                        | Birmingham International located immediately next to NEC          |
|                     | Sustainable travel - Bus, BRT, Public transport opportunities                 | A large number of local bus services (16+) are available nearby at Bluewater, and the site is close to the Fastrack route                   | A number of local services (four) stop nearby to the Resort                                         | Three local services stop near to entrance                                 | A number of local services (three) for the park and the local area, Rust                    | Bus stops next to the railway station although this is only for one service               | Multiple services(6+) nearby both to the station and the university campuses                                       | Has a large bus station at the centre, catering for a large number of bus services (16+) including Fastrack | Has a large Bus Station (+7) at the centre and an additional bus stop the other side of the station (+11) | Has a bus station at the centre, catering for a large number of bus services (12+) | Birmingham International has numerous bus stops and services (6+) |
|                     | Sustainable travel - Other mass transit options, e.g. water                   | Located near to the River Thames. The Resort is likely to use jetties and water taxis to allow visitors to get to the site.                 | None identified                                                                                     | Relatively close to the River Thames, however no services to the Resort    | Whilst close to the River Rhine, it is not assumed that this is used for travel to the park | None identified                                                                           | None identified                                                                                                    | Located near to the River Thames, although no services in operation                                         | None identified                                                                                           | Located near to the River Thames, although no services in operation                | None identified                                                   |
|                     | Near / connections to Air travel                                              | London City Airport is nearest, approximately 10miles to the west however the Resort is relatively near to all the major hub airports       | Relatively equidistant to Heathrow, Luton and London City                                           | Close to Heathrow                                                          | Relatively close to Strasbourg Airport                                                      | Charles de Gaulle is located to the north east of Paris                                   | Brighton City Airport is to the west, however is for small use only. Gatwick is approximately 20miles to the north | London City Airport is nearest, approximately 10miles to the west                                           | London City is nearest, approximately 4 miles to the south                                                | London City Airport is nearest, approximately 10miles to the west                  | Birmingham Airport is immediately west of the site                |
|                     | Near / connections to Ports, Sea travel                                       | Tilbury Docks plus London Cruise Terminal are relatively close to the site, allowing cruise passengers access to the area                   | None identified                                                                                     | None identified                                                            | None identified                                                                             | None identified                                                                           | Brighton Marina and Shoreham Port are located relatively nearby to the city centre                                 | Tilbury Docks plus London Cruise Terminal are relatively close (4miles)                                     | None identified                                                                                           | Tilbury Docks plus London Cruise Terminal are relatively close (4.5miles)          | None identified                                                   |

## 4.6 COMPARISON OF VISITOR DATA AND EXPECTED VISITOR PROFILE

- 4.6.1. Using the data collected, the following table has been completed to show a range of modal profiles. It should be noted that some of the sites did not include specific information, and this has been left blank in that case. Table 4-4 below provides a summary of the modal split percentages for visitor trips to the attraction destinations (arrival to gate) for the sites reviewed.

**Table 4-4: Existing Attractions Mode Share Summary Table**

| Visitors                            | Modal Split                         |                             |            |            |             |              |           |
|-------------------------------------|-------------------------------------|-----------------------------|------------|------------|-------------|--------------|-----------|
|                                     | Car Driver                          | Car Passenger / Dropped Off | Bus        | Coach      | Rail / Tube | Walk / Cycle | Other     |
| Thorpe Park (2009)                  | 69%                                 | 3%                          | 9%         | 14%        | -           | -            | 5%        |
| The Warner Bros. Studio Tour (2012) | 50%                                 | 3%*                         | 25%        | 22%        | -           | 33%          | -         |
| Disneyland Paris                    | 53%                                 | -                           |            | 14%**      | 33%***      | -            |           |
| Europa Park                         | No mode share information available |                             |            |            |             |              |           |
| Bluewater Shopping Centre (2016 TA) | 67.5%                               | 22.9%                       |            | 8.5%       | 0.4%        | 0.4%         | 0.3%      |
| Lakeside                            | 84%                                 | -                           | 16%        |            |             |              |           |
| Brighton & Hove A.E. Stadium (2011) | 17%                                 | -                           | 15%        | 7%         | 45%         | 16.5%        | 0%        |
| Birmingham NEC – Regional           | 60%                                 | -                           | 5%         | -          | 20%         | -            | 15%*      |
| <i>Average</i>                      | <i>57%</i>                          | <i>13%</i>                  | <i>13%</i> | <i>13%</i> | <i>25%</i>  | <i>17%</i>   | <i>9%</i> |

Source: Consultant Calculated

\*Taxi

\*\*RER/Coaches

\*\*\*Plane or Train

- 4.6.2. As shown in the Table above, it is evident that there is a considerable range of Car mode share percentages across the sites reviewed. Whilst Brighton and Hove stadium records a low percentage, and Lakeside shopping centre a high percentage, most sites sit within the 50% to 70% range.
- 4.6.3. Knowing this, it can be used to check against the calculated mode shares for The London Resort in Chapter 6.
- 4.6.4. It is also worth noting the variance observed for the Coach and other public transport modes. As discussed in Chapter 8, it is expected that the mode share percentages for these other modes will vary across the various day types at The London Resort.

## 4.7 EXISTING RESORTS AND ATTRACTIONS REVIEWED - STAFF

- 4.7.1. Similar to the visitor sites, an exercise in reviewing the mode share for staff travel at existing sites has been undertaken.
- 4.7.2. The review of existing attractions and how staff travel will give an indication of what modes could then be applied to The London Resort site. It should be noted however that staff travel differs from visitors in the fact that the site will have the ability to influence or control certain travel options. This will allow, where possible, for measures to be adopted early to ensure the uptake of sustainable transport choices are used from the onset. Measures such as accommodation for staff on The London Resort site, and staff travel plans will reduce the need for private vehicle use.
- 4.7.3. It is apparent that the level of data available for staff travel, in a detailed enough format, is not as abundant as for visitors. Therefore, all sites reviewed have been included within the analysis below and will be used to calculate a typical range of mode shares to be adopted. Table 4-5 below provides the list of sites that have been reviewed for the staff travel mode shares.

**Table 4-5: Sites and Attractions reviewed as part of TN1 – Staff Travel**

| Entertainment<br>Resorts | STADIA / ARENA | SHOPPING<br>CENTRES | AIRPORTS /<br>OTHER |
|--------------------------|----------------|---------------------|---------------------|
| Thorpe Park              | Twickenham     | Westfield<br>London | NEC Birmingham      |
| Chessington              | Leeds Arena    | Bluewater           | Stansted Airport    |
| Legoland Windsor Resort  | O2 Arena       |                     | Heathrow Airport    |

- 4.7.4. Whilst it is acknowledged that the above is not a definitive list of attractions and / or large trip attractors, all reviewed had information available that allowed for a review of the visitor mode shares and in some cases staff mode.

### COMPARISON OF EXISTING RESORTS & MAJOR ATTRACTIONS - STAFF

- 4.7.5. Using the same principles as the visitor modal share, information has been sourced where possible to inform the staff mode shares to a number of locations. Table 4-6 below shows the recorded staff mode splits.

**Table 4-6: Mode Share Summary Table (Staff)**

| Staff                                  | Modal Split |               |       |       |           |            |       |
|----------------------------------------|-------------|---------------|-------|-------|-----------|------------|-------|
|                                        | Car Driver  | Car Passenger | Bus   | Coach | Rail/tube | Walk/cycle | Other |
| Thorpe Park (2009)                     | 60%         | 11%           | 11%   | -     | 5%        | 8%         | 7%    |
| Chessington World of Adventures (2012) | 59%         | 8%            | 12%   | -     | 11%       | 9%         | 1%    |
| Legoland Windsor (2015)                | 50%         | 9%            | 12%   | -     | 5%        | 20%        | 4%    |
| Westfield London (2012)                | 4%          | -             | 23%   | -     | 62%       | 8%         | 3%    |
| Bluewater (2000)                       | 39%         | 7%            | 34%   | 10%   | 8%        | 3%         | -     |
| Leeds Arena (2009)                     | 58%         | -             | 12%   | -     | 15%       | 9%         | 6%    |
| The O2 arena (2010)                    | 5%          |               | 33%   |       | 59%       | 2%         | 1%    |
| Heathrow (2013)                        | 51%         | 3%            | 26%   |       | 11%       | 1%         | 8%    |
| Stansted Airport (2013)                | 68.8%       | 5.7%          | 22.8% |       |           | -          | 2.7%  |
| NEC Birmingham (2009)                  | 77%         |               | 23%   |       |           |            |       |

Source: Consultant Calculated

\*Some errors may occur due to rounding

- 4.7.6. Only a limited selection of sites had information pertaining to the mode share for staff use. Thorpe Park and Chessington are observed to have a high car use for staff travel, however they are limited by their respective site inaccessibility to public transport.
- 4.7.7. Westfield highlights, as with the visitor profile, the benefit of having a site located to the extensive London public transport network. The “excellent” public transport accessibility rating reflects the attractiveness of this modal choice for staff travel. The effective use of public transport is mirrored in the results for the O2 Arena, which exhibits that approximately 93% of staff travel is public transport based.
- 4.7.8. Heathrow staff travel is shown to benefit from the multiple travel opportunities available to them. When good public transport is available, such as at the O2 arena, both staff and visitor habits reflect the accessibility this provides. Public transport combined with car parking controls, allows the O2 arena to have a significantly low car modal share, with 92% of staff instead adopting public transport use. Stansted Airport shows a higher private car usage but is documented as increasing the use of public transport year on year for its staff.
- 4.7.9. Recognising the limitations of comparable sites confirms that staff car use can be constrained through design as long as other modes are accessible. Sites in London show very low car mode share, and nearby Bluewater achieves lower than 40% car mode share. It is considered that The London Resort staff car mode share will be within that range (5 – 40%). This is however discussed later in this report.



## 5 LONDON MODE SHARES

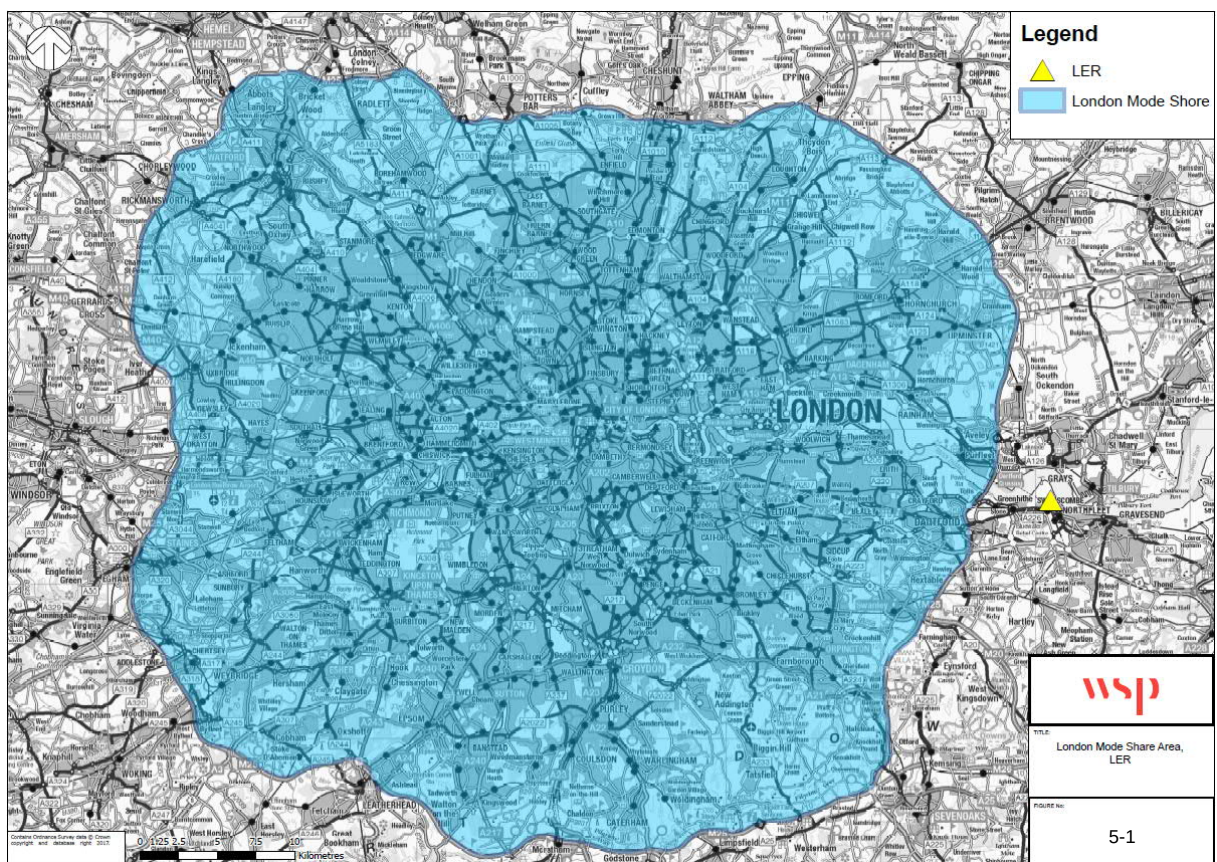
### 5.1 INTRODUCTION

- 5.1.1. This section outlines the London mode share of visitors travelling from the capital to The London Resort. It identifies and reviews a number of differing sources to derive a unique mode share.
- 5.1.2. As set out in Section 2, there is a focus on the London mode share as a primary data source inform the number of vehicles against the maximum numbers of car parking available.
- 5.1.3. Whilst all mode shares are reviewed where feasible, only those for private vehicle and coach are interrogated to a degree. The other modes (a combination of PT, plus walking / cycling etc) represent a range that could occur, which is discussed further in Chapter 8.

### 5.2 LONDON MODE SHARES REVIEW

- 5.2.1. The review of the London mode share draws upon the fact that there is a number of public transport options for London visitors compared to the rest of the UK. It is forecast the majority of international visits to The London Resort will either stay in London the night before their visit, or in the on-site hotels.
- 5.2.2. The London mode share relates to visitors starting and finishing their visit to the London Resort within the M25, as defined by Figure 5-1.

**Figure 5-1: London Mode share region**



- 5.2.3. It is noted that the London mode is primarily based on GB Visitor data, which is discussed in Section 5.3 below. It is acknowledged that the trip rate could be affected by a number of mitigating factors including, the number of international guests and an extension of Crossrail via Ebbsfleet International, providing an additional direct rail service into the centre of London for example.
- 5.2.4. There is the increasing potential for hotels within the London region agreeing to contracts with different transport modes providing rail, coach or boat services to The London Resort within the hotel package costs. As stated throughout these technical notes, the mode share will be monitored and managed through Travel Plans using different measures to encourage sustainable travel trends.

### 5.3 REVIEW OF LONDON VISITOR DATA

- 5.3.1. It would be expected that with its extensive public transport network, that London would clearly have a different mode choice to the rest of the UK. In addition to this, it can be argued that a higher proportion of overnight visitors will either link the trip with London or combine it as part of a longer stay. Furthermore, it is expected that a large proportion of visitors will come from London itself and as such a different mode share is warranted.

#### JOURNEY TO WORK LONDON CENSUS 2011

- 5.3.2. Interrogation of the 2011 Journey to Work census data has been undertaken in order to calculate the mode of transport to work. The assessments included are outlined below with the results shown in Table 5-1.

- Place of Work: London and Residence: UK; and
- Place of Work: UK and Residence: London.

**Table 5-1: Method of Journey to Work (Census 2011)**

| Mode of Transport | Place of Work: London, Residence: UK |         | Place of Work: UK, Residence London |         |
|-------------------|--------------------------------------|---------|-------------------------------------|---------|
|                   | Total                                | Total % | Total                               | Total % |
| Car Driver        | 1,056,833                            | 28.4%   | 905,715                             | 28.3%   |
| Car Passenger     | 63,163                               | 1.7%    | 55,717                              | 1.7%    |
| Train             | 780,589                              | 21.0%   | 465,935                             | 14.6%   |
| Bus               | 494,646                              | 13.3%   | 494,255                             | 15.5%   |
| Taxi              | 9,826                                | 0.3%    | 9,136                               | 0.3%    |
| Underground       | 792,921                              | 21.3%   | 766,398                             | 24.0%   |
| Motorcycle        | 45,766                               | 1.2%    | 38,753                              | 1.2%    |
| Bicycle           | 147,275                              | 4.0%    | 143,472                             | 4.5%    |
| On foot           | 318,157                              | 8.6%    | 311,268                             | 9.7%    |
| Other Method      | 12,055                               | 0.3%    | 9,176                               | 0.3%    |
| Total             | 3,721,231                            | 100%    | 3,199,825                           | 100%    |

Source: 2011 Census

- 5.3.3. The results of the journey to work data show that approximately 1 in 4 people who work in Greater London travel by car with over 55% of people traveling via public transport either by bus, train or the



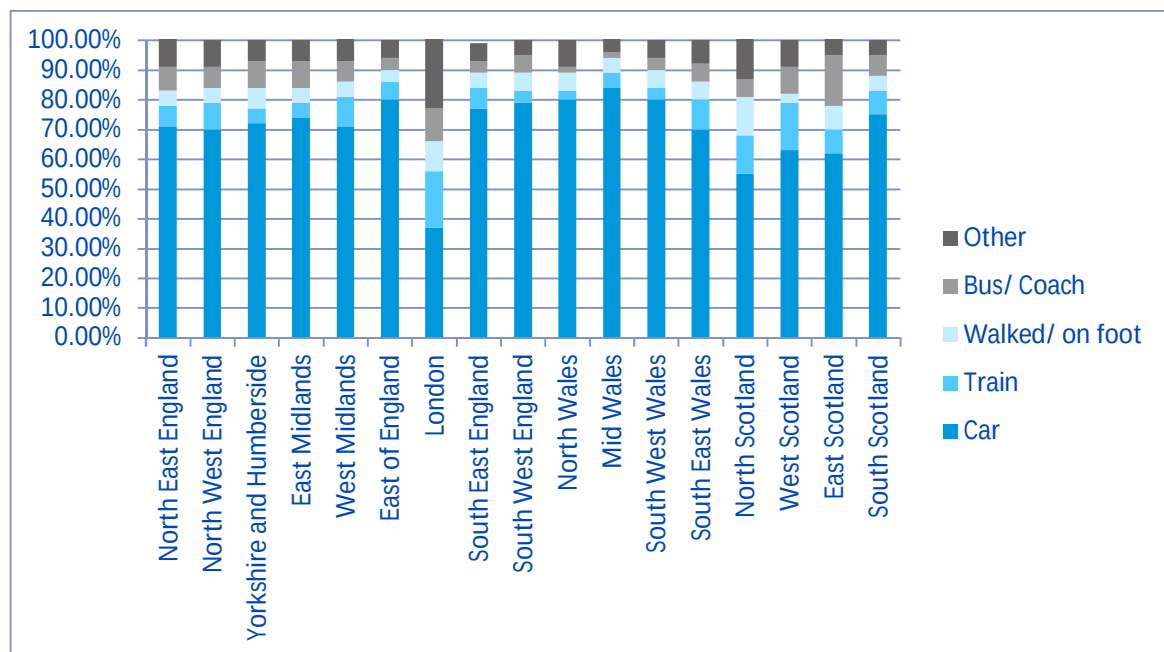
underground. The car driver mode share for people residing in and working outside of London is similar, with the public transport mode share reducing slightly to approximately 54%.

- 5.3.4. The census data is used alongside the other data sources to double check that the mode share adopted is suitable. The London Resort is a leisure and entertainment resort but it can be forecast that visitors from London will travel via a similar mode of transport due to ease and convenience.

## THE GREAT BRITAIN DAY VISITOR STATISTICS

- 5.3.5. The Great Britain Day Visit Survey (GBDVS) was commissioned jointly by Visit England, Visit Scotland and Visit Wales (the Tourism Department of the Welsh Government). The aim of the report is to measure volume, value and profile of Tourism Day Visits by GB residents to destinations within the UK. The survey collated a total of 35,644 interviews conducted with adults aged over 16 who reside in England, Scotland and Wales.
- 5.3.6. In support of these assumptions, and as part of creating an individual London mode share, Figure 5-2 presents the main mode of transport used on a Tourism Day by region in 2015 taken from The Great Britain Day Visitor Statistics 2015.

**Figure 5-2: Main Mode of Transport on Tourism Day Visits by Region**



Source: The Great Britain Day Visits 2015

- 5.3.7. Creating separate UK Wide and London mode shares will provide more representative profiles of travel patterns. London has a wider choice of public transport facilities as shown from the graph above with only 37% of residents driving on a 'tourism day', and approximately 50% using public transport and has excellent connections to The London Resort. Comparing this to the rest of the UK where approximately 70% of residents drive on a 'tourism day', demonstrates that a split between UK Wide and London is a robust method of assessment. This is especially important and relevant as the site, with its connections to Ebbsfleet and London will allow visitors to access the Resort from London within 17 minutes.

5.3.8. Figure 5-3 below shows the Great Britain Day visit data broken down into more detail (which replicates Table 2.29 of the 2015 report)

**Figure 5-3 - Great Britain Day Visits - Tourism Day Visits (2015)**

**Table 2.28 – Tourism Day Visits: Volume of visits by main mode of transport used and English region visited (millions)**

|                              | North East England | North West England | Yorkshire and The Humber | East Midlands | West Midlands | East of England | London     | South East England | South West England |
|------------------------------|--------------------|--------------------|--------------------------|---------------|---------------|-----------------|------------|--------------------|--------------------|
|                              | Millions           | Millions           | Millions                 | Millions      | Millions      | Millions        | Millions   | Millions           | Millions           |
| <b>Net: Any car</b>          | 40                 | 111                | 87                       | 72            | 81            | 94              | 103        | 166                | 107                |
| Car – own/friends/family     | 39                 | 110                | 86                       | 71            | 80            | 93              | 99         | 165                | 104                |
| Car – hired                  | 1                  | 1                  | 1                        | 1             | 1             | 1               | 4          | 1                  | 3                  |
| <b>Net: Public transport</b> | 8                  | 25                 | 17                       | 14            | 19            | 12              | 84         | 24                 | 13                 |
| Train                        | 4                  | 14                 | 6                        | 5             | 11            | 7               | 53         | 16                 | 6                  |
| A regular bus/coach          | 4                  | 11                 | 10                       | 9             | 8             | 5               | 31         | 9                  | 7                  |
| Organised coach tour         | *                  | 2                  | 1                        | 1             | 1             | 1               | 3          | 2                  | 1                  |
| Taxi                         | 3                  | 5                  | 3                        | 2             | 3             | 2               | 6          | 3                  | 1                  |
| Walked/on foot               | 3                  | 8                  | 8                        | 5             | 6             | 5               | 27         | 12                 | 9                  |
| Bicycle                      | *                  | 2                  | 1                        | 2             | 1             | 1               | 4          | 2                  | 2                  |
| Minibus                      | *                  | 1                  | *                        | *             | 1             | *               | 1          | 2                  | 1                  |
| Motor cycle                  | -                  | *                  | *                        | *             | *             | 1               | *          | *                  | *                  |
| Tube                         | 1                  | *                  | -                        | -             | *             | *               | 44         | 1                  | *                  |
| Tram                         | *                  | 2                  | *                        | 1             | *             | *               | 1          | -                  | *                  |
| Motorised caravan/campervan  | *                  | *                  | *                        | -             | -             | *               | -          | *                  | 1                  |
| Plane                        | -                  | 1                  | *                        | *             | *             | -               | *          | *                  | -                  |
| Boat/ship/ferry              | -                  | *                  | 1                        | -             | *             | *               | *          | 1                  | -                  |
| Lorry/truck/van              | *                  | *                  | *                        | *             | 1             | *               | *          | 1                  | *                  |
| Other                        | *                  | *                  | 1                        | 1             | 1             | 1               | 5          | 1                  | *                  |
| <b>Total</b>                 | <b>57</b>          | <b>159</b>         | <b>120</b>               | <b>97</b>     | <b>115</b>    | <b>118</b>      | <b>280</b> | <b>216</b>         | <b>136</b>         |

Note: \* Less than 0.5 million visits.

5.3.9. Table 5-2 below summarises the GB Day Visitor Britain report which presents the main mode of transport on a Tourism Day for the London region and an average for the UK excluding London.

**Table 5-2: London 2015 Tourism Day Visits: Main Mode of transport on Tourism Day Visits**

| Mode                              | Total % | UK Average (Excluding London) |
|-----------------------------------|---------|-------------------------------|
| Car                               | 37%     | 72.7%                         |
| Train                             | 19%     | 7.5%                          |
| Walked /On foot                   | 10%     | 5.9%                          |
| Bus/ Coach                        | 11%     | 6.7%                          |
| Other (Tube, Tram, Taxi, Other) * | 24%     | 7.5%                          |
| Total                             | 100%    | 100%                          |

\*Taken as Public Transport Source: The Great Britain Day Visits 2015

5.3.10. The table shows that car trips dominate visits across all the regions except London, where less than 40% of the visits are undertaken by car. Approximately one in two-day visits from London travel via public transport compared to only one in five trips in the rest of the UK.

## GREAT BRITAIN DAY VISITS - 2019 DATA

5.3.11. More recently, Great Britain day visits is available for 2019, split into two categories;

- All tourism day trips (non-regular activities, outside the place of residence).
- All 3+ hour leisure trips (All tourism day trips and also trips which lasted at least three hours, but did not fulfil the criteria to be classified as tourism trips, because they were either activities undertaken regularly by the respondent, or because they happened in the respondent's place of residence).

5.3.12. Table 5-3 below shows the propensity of mode of travel for residents in London on either a 'Tourism day trip' and a '3+ hour leisure trip',

**Table 5-3 – 2019 Great Britain Day Visits (London) – All Tourism day and All 3+hour leisure trips**

| LONDON                      | All tourism day | %    | All 3+ hour leisure trips. | %    |
|-----------------------------|-----------------|------|----------------------------|------|
| Car - own/friends/family    | 98.1            | 29%  | 159.2                      | 34%  |
| Car - hired                 | 9.3             | 3%   | 16.8                       | 4%   |
| Public transport            | 66.8            | 20%  | 82.9                       | 18%  |
| Train                       | 39.9            | 12%  | 47.7                       | 10%  |
| A regular bus\coach         | 26.8            | 8%   | 35.2                       | 7%   |
| Organised coach tour        | 3.6             | 1%   | 5.7                        | 1%   |
| Taxi                        | 12.7            | 4%   | 18.4                       | 4%   |
| Walked\on foot              | 28.8            | 9%   | 43.3                       | 9%   |
| Bicycle                     | 4.3             | 1%   | 6.8                        | 1%   |
| Tube                        | 31.7            | 9%   | 37.1                       | 8%   |
| Tram                        | 2.2             | 1%   | 2.8                        | 1%   |
| Motorised caravan\campervan | 0.6             | 0%   | 1                          | 0%   |
| Plane                       | 2.4             | 1%   | 2.7                        | 1%   |
| Boat\ship\ferry             | 1.8             | 1%   | 2.8                        | 1%   |
| Lorry\truck\van             | 1               | 0%   | 1.3                        | 0%   |
| Other                       | 5.5             | 2%   | 7.6                        | 2%   |
|                             | 335.5           | 100% | 471.3                      | 100% |

Source: The Great Britain Day Visits 2019 available through the online data viewer;  
<https://gbdayvisitslightengland.kantar.com/ViewTable.aspx>

5.3.13. Table 5-4 summarises the 2019 Great Britain Day Visit data into the three categories of modes being considered.

**Table 5-4 – 2019 GB Day Visit Data - Summarised**

| London          | All tourism day | All 3+ hour leisure trips. |
|-----------------|-----------------|----------------------------|
| Private Vehicle | 32%             | 37%                        |
| Coach           | 9%              | 8%                         |
| Other Modes     | 59%             | 54%                        |

- 5.3.14. It is evident that private vehicle represents between 32 and 37% of those travelling from London. In terms of Coach, this is between 8 – 9%, however it is acknowledged that potentially includes regular buses. The ‘other modes’, which consist largely of public transport options represents between 54 and 59% of the mode of travel.

### INTERNATIONAL VISITORS - VISIT BRITAIN 2018

- 5.3.15. The supporting analysis indicates that approximately 30% of visitors to The London Resort will be international guests, although this fluctuates dependent on the year.
- 5.3.16. The reason for reviewing further is that it is evident that these visitors are less likely to travel by car as they would have entered the Country by a different main mode first. Using Visit Britain data, it was observed that in 2019, 79% of inbound visitors reached the UK by air. Visitors who do not travel by air are almost evenly split between those who travel by ferry (11%) or use the Channel Tunnel (10%)<sup>2</sup>.
- 5.3.17. Whilst this provides an indication of how those visitors may enter the Great Britain, Visit Britain has also prepared a report about how people travel, and the mode of transport used whilst visiting Britain. The document is based on 2018 passenger travel surveys and states the propensity of the visitors to use mode of transport; the results are shown in Table 5-5.

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<sup>2</sup> <https://www.visitbritain.org/2018-snapshot>

**Table 5-5: International Visits - Propensity to use mode of transport (%)**

| Mode of Transport                                 | (%) |
|---------------------------------------------------|-----|
| Domestic Flight                                   | 1%  |
| Bus, Tube, Tram or Metro Train (within town/city) | 48% |
| Train (Outside town/city)                         | 23% |
| Taxi                                              | 27% |
| Uber or other sharing app                         | 9%  |
| Public bus/coach (outside town/city)              | 5%  |
| Private coach/minibus (for group only)            | 2%  |
| Hired self-drive car/vehicle                      | 5%  |
| Other vehicle you/group brought to the UK         | 1%  |
| Ferry/boat                                        | 9%  |

Source: [https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/2018\\_ips\\_internal\\_mode\\_of\\_transports\\_per\\_market.xlsx](https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/2018_ips_internal_mode_of_transports_per_market.xlsx)

- 5.3.18. As is noted in the table above, 'Bus, Tube, Tram or Metro Train (within town/ city)' and 'Train (Outside town/ city)' is reported to be the most used mode of transport, with half of the respondents stating that they used this mode at least once in their visit. Also, approximately 6% of international visitors say they hire a self-drive car or bring a car into the UK during their stay.
- 5.3.19. This is an important point, because as international guests make up a considerable proportion of visitors (approximately 30%) – there would be justification for applying a low vehicle mode share to those visitor numbers.
- 5.3.20. The London Resort benefits from a direct connection to Eurostar trains via Ebbsfleet station. It is calculated that 7% of international hotel guests will use Eurostar to access the resort and as such this adjustment has been made to the arrivals / departures for that resort element only.
- 5.3.21. To ensure robustness, and to demonstrate that the mode shares are defensible, no further adjustment has been made to the London vehicle mode share in the analysis to account for international guests.

## 5.4 LONDON MODE SHARES – SUMMARY

- 5.4.1. A review of Census data and tourism information provide a series of data sources to check the London mode share. The site selection applied has looked at locations with publicly available data, as well as having visitor profiles which could at least be partially applicable to some of the elements of The London Resort site.
- 5.4.2. Table 5-6 below provides a summary of the sites / data sources reviewed.

**Table 5-6: London Mode Share Summary Table (Visitor)**

| Visitors                               | Modal Split |                     |        |       |              |             |       |
|----------------------------------------|-------------|---------------------|--------|-------|--------------|-------------|-------|
|                                        | Car Driver  | Car Pass / Drop Off | Bus    | Coach | Walk / cycle | Rail / tube | Other |
| The Great Britain Day Visits 2015      | 37%         |                     | 11%    |       | 10%          | 43%         |       |
| 2019 GB Day Visits                     | 32- 38%     |                     | 8 – 9% |       | 9 - 10%      | 18 – 21%    |       |
| JTW (Place of Work: London – Live: UK) | 28.4%       | 1.7%                | 13.3%  |       | 12.5%        | 42.3%       | 1.8%  |
| JTW (Place of Work: UK – Live: London) | 28.3%       | 1.7%                | 15.5%  |       | 14.2%        | 38.5%       | 1.8%  |
| International Visitors                 | 6%          |                     | 2-48%* |       | -            | 23 – 48%*   | 9%    |

Source: Consultant Calculated \*International visitors cover a number of modes

- 5.4.3. The comparison table highlights the variability in modal share across the sites selected, and outlines the influence of not only location, but also the available transport options and parking costs/restrictions in the adjacent areas. Whilst some existing visitor attractions share similarities, none are observed to have the balance of available public transport facilities in close proximity, including high speed and local rail services combined with Strategic Road Network and water ferry access.
- 5.4.4. The site selection of The London Resort was made in part, based on its ability to exploit the potential for public transport. Whilst the site currently offers a “good” level of public transport accessibility it presents various opportunities to provide higher levels of accessibility to many comparable sites within London even without parking charges and controls. The ease of public transport available combined with potential transport improvements, presents an opportunity to deliver a truly sustainable development. It is considered that The London Resort could be comparable to sites exhibiting significant public transport mode shares, and could equally attract significant numbers of rail, bus and coach users.

## 5.5 FINAL PRIVATE VEHICLE LONDON MODE SHARE

- 5.5.1. For the purposes of this assessment, the Private Vehicle mode share from London is needed primarily. The Coach and Other modes will be reviewed further in Chapter 8.
- 5.5.2. Table 5-7 below presents the Private Vehicle London mode share to be adopted.

**Table 5-7: Private Vehicle - London Mode Share used in the analysis**

| Mode            | Total % | Comments                             |
|-----------------|---------|--------------------------------------|
| Private Vehicle | 32%     | Based on GB Day visit data from 2019 |

- 5.5.3. It is considered appropriate to use the 2019 Great Britain Day Visit data for London as the basis for the private vehicle mode share percentage.
- 5.5.4. The use of 32% is considered defensible and robust and is based upon a credible data source and does not take account the significant reductions that could be used for international guests.



# SCENARIO 1 - ASSESSING WORST CASE VEHICLE DEMAND

## 6 SCENARIO 1 - ASSESSING WORST CASE VEHICLE DEMAND

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### 6.1 INTRODUCTION

- 6.1.1. This chapter outlines the modal shares adopted for the site in the forecasting years. This will use, the design of the site to determine the available parking stock and in turn how many vehicles may use this and their corresponding mode share.
- 6.1.2. The mode shares presented in 2025, 2029 and 2038 represent the journey to the gate of the London Resort site, and therefore are referenced as “to gate” mode shares.
- 6.1.3. Section 3 outlines the approach that has been adopted and data is presented for two day / demand types;
  - Average Day;
  - 85th %ile day; and
  - Peak day
- 6.1.4. As clearly exhibited earlier in the report based on other existing resort information, private vehicles to the resorts have a significantly higher occupancy rate than average. The combination of public transport opportunities and parking management controls to The London Resort will also enable visitors to make travel choices away from private vehicle modes.
- 6.1.5. The close proximity to Ebbsfleet International station means that the established high-speed rail services from London are expected to enable comfortable journeys for a large number of London visitors. Visitors from London will also benefit from the new Water Taxi service coming forward as part of the application. As such there is anticipated to be a reliance on public transport, predominately rail and Water Taxi services, to access the site from central London.

### CALCULATION OF VEHICLE MODE SHARES AND OTHER MODES

- 6.1.6. Chapter 3 above sets out the general approach to calculating the resulting mode shares for private vehicles, coach and other modes (e.g. public transport). **Appendix B** of this report provides further clarity and a worked example on the calculation process for 2025.
- 6.1.7. **Appendix B** and the following tables summarise the outputs from numerous interlinked spreadsheets. The outputs from those spreadsheets are included in TN1, however it is envisaged that certain elements of the files will be available upon request. Certain information may be commercially sensitive and as such may not be included.
- 6.1.8. In short, the spreadsheets apply the respective arrival and departure profiles for each of the resort elements e.g. Main Gate, Second Gate etc. By then applying the geographical split to visitors, as set out in TN2, it can then be calculated the total number of visitors coming from where for each resort element. Knowing the London private vehicle mode share, this can be applied to the visitors of each park element that come from London.
- 6.1.9. Reviewing the accumulation profile for the vehicles from London and comparing against the maximum number of parking spaces at The London Resort, the difference must relate to vehicles coming from Non-London locations. A mode share for non-London can then be calculated to ensure that vehicles do not go over the maximum car park number.

## 6.2 2025 ASSESSMENT YEAR

### AVERAGE DAY

- 6.2.1. Table 6-1 below provides the mode share percentages for London and non-London visitors to The London Resort that will be adopted for the analysis, split into arrivals and departures assuming full car park use for the Average Day.

**Table 6-1: 2025 – Average day mode shares – London and non-London**

| 2025 Average Day       | Arrivals   |        | Departures |        |
|------------------------|------------|--------|------------|--------|
|                        | Non-London | London | Non-London | London |
| Private Vehicle (Max)  | 100.0%     | 32.0%  | 100.0%     | 32.0%  |
| Coach (Max)            | 0.0%       | 44.2%  | 0.0%       | 44.1%  |
| Other modes / PT (Min) | 0.0%       | 23.8%  | 0.0%       | 23.9%  |
| Total                  | 100%       | 100%   | 100%       | 100%   |

- 6.2.2. An example breakdown of the calculations to generate the above mode shares is shown in **Appendix B**. As shown in Table 6-1 the share adopted for London visitors utilises the robust private vehicle percentage of 32%. As a result, to reach the maximum number of vehicles within the car parks, the resulting mode share for non-London vehicles becomes 100%.
- 6.2.3. This outlines that to reach full car park occupancy, all visitors from outside of London would drive. This is considered extremely robust, as it is evident that private vehicle is not always used for major attractions such as The London Resort, especially when attractive alternatives, such as HS1 provide an alternative to private vehicle use.
- 6.2.4. Clearly therefore this is a hypothetical scenario to ensure that max car park numbers are reached. To ensure consistency with the other assessment day types, we have shown the numbers applying the same methodology, however we consider that this is an over-estimation of private vehicle trips.
- 6.2.5. In reality, a proportion of visitors will use either Coach or Public transport on any given day, and so that would reduce the overall private vehicle percentage.
- 6.2.6. Table 6-2 below provides the total site mode share percentages to the London Resort, split into arrivals and departures for the average day.

**Table 6-2: 2025 – Average day mode shares – Total Site**

| 2025 Average Day       | Total Site |            |
|------------------------|------------|------------|
|                        | Arrivals   | Departures |
| Private Vehicle (Max)  | 69.4%      | 69.4%      |
| Coach (Max)            | 10.7%      | 10.7%      |
| Other modes / PT (Min) | 19.9%      | 19.9%      |
| Total                  | 100%       | 100%       |

- 6.2.7. Combining the London and Non-London visitors results in an overall mode share profile as set out above. The resulting private vehicle percentage equates to 69.5%.

## 85<sup>TH</sup> PERCENTILE DAY

- 6.2.8. Table 6-3 below provides the same mode share percentages for London and non-London visitors to The London Resort into arrivals and departures assuming full car park use for the 85<sup>th</sup> percentile day.

**Table 6-3: 2025 – 85<sup>th</sup> Percentile day mode shares – London and non-London**

| 2025 85 <sup>th</sup> Percentile Day | Arrivals   |        | Departures |        |
|--------------------------------------|------------|--------|------------|--------|
|                                      | Non-London | London | Non-London | London |
| <b>Private Vehicle (Max)</b>         | 76.9%      | 32.0%  | 77.0%      | 32.0%  |
| <b>Coach (Max)</b>                   | 22.7%      | 24.1%  | 22.6%      | 24.0%  |
| <b>Other modes / PT (Min)</b>        | 0.4%       | 43.9%  | 0.4%       | 44.0%  |
| <b>Total</b>                         | 100%       | 100%   | 100%       | 100%   |

- 6.2.9. The London visitors utilise the robust and consistent private vehicle percentage of 32%. As a result, to reach the maximum number of vehicles within the car parks, the resulting mode share for non-London vehicles is just over 76%. Due to the higher number of visitors, the car park reaches its maximum number and results in the need for coach and other modes to be utilised for travel.
- 6.2.10. It should be noted that the Coach mode share applies the same methodology (so assuming full use of the coach car parking) and as such results in a mode share of 22 – 24%. This could vary, as its unexpected that the coach parking will remain full at all times, and as such, a proportion of this would also use other modes / public transport.
- 6.2.11. Table 6-4 below provides the total site mode share percentages to the London Resort, split into arrivals and departures.

**Table 6-4: 2025 – 85<sup>th</sup> Percentile day mode shares – Total Site**

| 2025 85 <sup>th</sup> Percentile Day | Total Site |            |
|--------------------------------------|------------|------------|
|                                      | Arrivals   | Departures |
| <b>Private Vehicle (Max)</b>         | 56.7%      | 56.7%      |
| <b>Coach (Max)</b>                   | 23.3%      | 23.2%      |
| <b>Other modes / PT (Min)</b>        | 20.0%      | 20.0%      |
| <b>Total</b>                         | 100%       | 100%       |

- 6.2.12. As clearly exhibited within the review of existing data and visitor attraction sites, the car mode share was typically between 50 and 70%. Combining the London and non-London visitors results in The London Resort achieving a private vehicle mode share of 56%.
- 6.2.13. Therefore, the assumptions and methodology applied are considered robust, as they are based on a number of established sources but take in to account the parking design constraints at The London Resort.

## PEAK DAY

- 6.2.14. Table 6-5 below provides the mode share percentages for London and non-London visitors to the London Resort for the Peak day, split into arrivals and departures assuming car park full.

**Table 6-5: 2025 – Peak day mode shares – London and Non-London**

| 2025 Peak Day                 | Arrivals   |        | Departures |        |
|-------------------------------|------------|--------|------------|--------|
|                               | Non-London | London | Non-London | London |
| <b>Private Vehicle (Max)</b>  | 52.9%      | 32.0%  | 52.7%      | 32.0%  |
| <b>Coach (Max)</b>            | 17.9%      | 18.7%  | 18.0%      | 18.8%  |
| <b>Other modes / PT (Min)</b> | 29.2%      | 49.3%  | 29.3%      | 49.2%  |
| <b>Total</b>                  | 100%       | 100%   | 100%       | 100%   |

- 6.2.15. As demonstrated in Table 6-3, the higher demand for the Peak day results in a lower private vehicle mode share for non-London visitors.
- 6.2.16. This is simply due to the capacity of the car park being reached, resulting in visitors having to travel on to other modes and public transport.
- 6.2.17. Table 6-6 below provides the total site mode share percentages to the London Resort, split into arrivals and departures for the 2025 peak day.

**Table 6-6: 2025 – Peak day mode shares – Total Site**

| 2025 Peak Day                 | Total Site |            |
|-------------------------------|------------|------------|
|                               | Arrivals   | Departures |
| <b>Private Vehicle (Max)</b>  | 43.4%      | 43.3%      |
| <b>Coach (Max)</b>            | 18.3%      | 18.4%      |
| <b>Other modes / PT (Min)</b> | 38.3%      | 38.3%      |
| <b>Total</b>                  | 100.0%     | 100.0%     |

- 6.2.18. On peak days therefore, the resulting private vehicle mode share is approximately 43%. Due to the parking constraints, public transport has to be used to a higher percentage alongside Coach travel.
- 6.2.19. It is important to note at this time, and similar to the 85<sup>th</sup> percentile day analysis, that the full occupation of the coach parking is unlikely across most days of the year. As such, given the above considers a full car park, any reduction in coach service will see an increase to the other modes of travel (primarily rail).

## 6.3 2029 ASSESSMENT YEAR

- 6.3.1. The same exercise has been completed for the 2029 assessment year. The 2029 year has been assessed independently from the 2025 and 2038 years as the yearly profile differs slightly. This ensures that the travel patterns around seasonality and school holidays are accurately picked up.

### AVERAGE DAY

- 6.3.2. Table 6-7 provides the mode share percentages for London and non-London visitors to The London Resort for the 85<sup>th</sup> percentile day split into arrivals and departures assuming full car park use.

**Table 6-7: 2029 – Average day mode shares – London and non-London**

| 2029 Average Day       | Arrivals   |        | Departures |        |
|------------------------|------------|--------|------------|--------|
|                        | Non-London | London | Non-London | London |
| Private Vehicle (Max)  | 100.0%     | 32.0%  | 100.0%     | 32.0%  |
| Coach (Max)            | 0.0%       | 30.8%  | 0.0%       | 30.8%  |
| Other modes / PT (Min) | 0.0%       | 37.2%  | 0.0%       | 37.2%  |
| Total                  | 100%       | 100%   | 100%       | 100%   |

- 6.3.3. A simplified breakdown of the calculations to generate the above mode shares are shown in **Appendix B**. As shown above, the London visitors remain at a 32% vehicle mode share.
- 6.3.4. Similar to the 2025 average day assessment, as a result, to reach the maximum number of vehicles within the car parks, the resulting mode share for non-London vehicles is 100%.
- 6.3.5. Again, this is considered an over-estimation of the likely uptake of private vehicle use, however, has been left using the same methodology for consistency. Table 6-8 below provides the total site mode share percentages to the London Resort, split into arrivals and departures.

**Table 6-8: 2029 – Average day mode shares – Total Site**

| 2029 Average Day       | Total Site |            |
|------------------------|------------|------------|
|                        | Arrivals   | Departures |
| Private Vehicle (Max)  | 70.0%      | 70.0%      |
| Coach (Max)            | 13.6%      | 13.6%      |
| Other modes / PT (Min) | 16.4%      | 16.4%      |
| Total                  | 100%       | 100%       |

- 6.3.6. The combined London and Non-London visitors result in a private vehicle mode share (assuming full car park use) of 70%, a coach mode share of 13% (again assuming max use of the car park) and other modes / public transport of 17%.



## 85<sup>TH</sup> PERCENTILE DAY

- 6.3.7. Table 6-9 below provides the mode share percentages for London and non-London visitors to the London Resort that will be adopted for the 85<sup>th</sup> percentile day in 2029.

**Table 6-9: 2029 – 85<sup>th</sup> Percentile day mode shares – London and Non-London**

| 2029 85 <sup>th</sup> Percentile Day | Arrivals   |        | Departures |        |
|--------------------------------------|------------|--------|------------|--------|
|                                      | Non-London | London | Non-London | London |
| Private Vehicle (Max)                | 93.5%      | 32.0%  | 93.4%      | 32.0%  |
| Coach (Max)                          | 2.6%       | 19.4%  | 2.6%       | 19.3%  |
| Other modes / PT (Min)               | 3.9%       | 48.6%  | 4.1%       | 48.7%  |
| Total                                | 100%       | 100%   | 100%       | 100%   |

- 6.3.8. Maintaining the 32% private vehicle mode share for London results in Non-London visitors having a 92% private vehicle mode share to fill the car park to capacity.
- 6.3.9. As discussed above in the 2025 analysis, this is considered to be an over-estimation as it relies on the car park being full at all times. This ignores travel incentives for other modes of travel as well as natural mode choice for users to The London Resort.
- 6.3.10. The approach assumes a worst case vehicle number however, and Table 6-10 below provides the total site mode share percentages to the London Resort, split into arrivals and departures for 2029.

**Table 6-10: 2029 – 85<sup>th</sup> Percentile day mode shares – Total Site**

| 2029 85 <sup>th</sup> Percentile Day | Total Site |            |
|--------------------------------------|------------|------------|
|                                      | Arrivals   | Departures |
| Private Vehicle (Max)                | 66.1%      | 66.1%      |
| Coach (Max)                          | 10.0%      | 10.0%      |
| Other modes / PT (Min)               | 23.8%      | 23.9%      |
| Total                                | 100%       | 100%       |

- 6.3.11. Due to the increase in parking capacity at the site in 2029, the possibility of private vehicle use also increases on the 85<sup>th</sup> percentile day, assuming full occupancy is achieved.
- 6.3.12. Combining the London and non-London visitors results in The London Resort achieving a private vehicle mode share of 66% in 2029, which is considered very robust as it sits within the review of the existing site range.

## PEAK DAY

6.3.13. Table 6-11 below provides the mode share percentages for London and non-London visitors to the London Resort for the 2029 Peak day, split into arrivals and departures.

**Table 6-11: 2029 – Peak day mode shares – London and Non-London**

| 2029 Peak Day                 | Arrivals   |        | Departures |        |
|-------------------------------|------------|--------|------------|--------|
|                               | Non-London | London | Non-London | London |
| <b>Private Vehicle (Max)</b>  | 67.7%      | 32.0%  | 67.7%      | 32.0%  |
| <b>Coach (Max)</b>            | 14.4%      | 15.2%  | 14.3%      | 15.1%  |
| <b>Other modes / PT (Min)</b> | 17.9%      | 52.8%  | 17.9%      | 52.9%  |
| <b>Total</b>                  | 100%       | 100%   | 100%       | 100%   |

6.3.14. As demonstrated in Table 6-11, the higher demand for the Peak day results in a lower private vehicle mode shares compared to the 85<sup>th</sup> percentile for non-London visitors.

6.3.15. This is simply due to the capacity of the car park being reached, resulting in visitors having to travel on to other modes and public transport.

6.3.16. Table 6-12 below provides the total site mode share percentages to the London Resort, split into arrivals and departures for the 2029 peak day.

**Table 6-12: 2029 – Peak day mode shares – Total Site**

| 2029 Peak Day                 | Total Site |            |
|-------------------------------|------------|------------|
|                               | Arrivals   | Departures |
| <b>Private Vehicle (Max)</b>  | 51.7%      | 51.7%      |
| <b>Coach (Max)</b>            | 14.7%      | 14.7%      |
| <b>Other modes / PT (Min)</b> | 33.6%      | 33.6%      |
| <b>Total</b>                  | 100.0%     | 100.0%     |

6.3.17. On peak days therefore, the resulting private vehicle mode share is approximately 52%. This still sits within the range observed at other attractions and sites reviewed and ensures that the max vehicles are tested.

## 6.4 2038 ASSESSMENT YEAR

- 6.4.1. As with the 2025 and 2029 assessments, a separate spreadsheet for 2038 has been utilised to calculate the car park accumulation and mode share data for each park element across the assessed day types. The Average Day, 85<sup>th</sup> percentile day and Peak day are discussed further below.

### AVERAGE DAY

- 6.4.2. Table 6-13 below provides the mode share percentages for London and non-London visitors to The London Resort that will be adopted for the analysis, split into arrivals and departures assuming full car park use.

**Table 6-13: 2038 – Average day mode shares – London and non-London**

| 2038 Average Day              | Arrivals   |        | Departures |        |
|-------------------------------|------------|--------|------------|--------|
|                               | Non-London | London | Non-London | London |
| <b>Private Vehicle (Max)</b>  | 98.4%      | 32.0%  | 98.4%      | 32.0%  |
| <b>Coach (Max)</b>            | 0.0%       | 20.2%  | 0.0%       | 20.2%  |
| <b>Other modes / PT (Min)</b> | 1.6%       | 47.8%  | 1.6%       | 47.8%  |
| <b>Total</b>                  | 100%       | 100%   | 100%       | 100%   |

- 6.4.3. The average day in 2038 returns a similar result as to the 2029 analysis.
- 6.4.4. The average day has a lower total visitor number, compared to the 85<sup>th</sup> percentile and peak, which in turn means more visitors can utilise the car park. As a result, to reach the maximum number of vehicles within the car parks, the resulting mode share for non-London vehicles is over 98%.
- 6.4.5. Table 6-14 below provides the total site mode share percentages to the London Resort, split into arrivals and departures.

**Table 6-14: 2038 – Average day mode shares – Total Site**

| 2038 Average Day              | Total Site |            |
|-------------------------------|------------|------------|
|                               | Arrivals   | Departures |
| <b>Private Vehicle (Max)</b>  | 67.9%      | 67.9%      |
| <b>Coach (Max)</b>            | 9.3%       | 9.3%       |
| <b>Other modes / PT (Min)</b> | 22.8%      | 22.8%      |
| <b>Total</b>                  | 100%       | 100%       |

- 6.4.6. The combined London and Non-London mode shares result in a private vehicle of around 68%, coach 9% and other modes / public transport of 23%. These are not considered unrealistic, even when factoring in that these are based on the maximum car parking levels for both private vehicle and coaches. When compared to other attractions, the mode shares return a similar value and are based on a robust design led strategy.

## 85<sup>TH</sup> PERCENTILE DAY

- 6.4.7. Table 6-15 below provides the mode share percentages for London and non-London visitors to the Resort that will be adopted for the analysis for the 2038 for the 85<sup>th</sup> percentile day.

**Table 6-15: 2038 – 85<sup>th</sup> Percentile day mode shares – London and Non-London**

| 2038 85 <sup>th</sup> Percentile Day | Arrivals   |        | Departures |        |
|--------------------------------------|------------|--------|------------|--------|
|                                      | Non-London | London | Non-London | London |
| Private Vehicle (Max)                | 88.4%      | 32.0%  | 88.3%      | 32.0%  |
| Coach (Max)                          | 9.2%       | 12.7%  | 9.1%       | 12.7%  |
| Other modes / PT (Min)               | 2.4%       | 55.3%  | 2.5%       | 55.3%  |
| Total                                | 100%       | 100%   | 100%       | 100%   |

- 6.4.8. Compared to the average day, the 85<sup>th</sup> percentile day has a higher visitor demand, which in turns results in the car park reaching its maximum occupancy quicker. As a result, the Non-London mode share is approximately 88%, which is still considered high when compared in general to the other attraction and events reviewed earlier in this note.
- 6.4.9. Table 6-16 below provides the total site mode share percentages to the London Resort, split into arrivals and departures for 2038.

**Table 6-16: 2038 – 85<sup>th</sup> Percentile day mode shares – Total Site**

| 2038 85 <sup>th</sup> Percentile Day | Total Site |            |
|--------------------------------------|------------|------------|
|                                      | Arrivals   | Departures |
| Private Vehicle (Max)                | 62.0%      | 62.0%      |
| Coach (Max)                          | 10.8%      | 10.8%      |
| Other modes / PT (Min)               | 27.1%      | 27.2%      |
| Total                                | 100%       | 100%       |

- 6.4.10. Due to the increase in parking capacity at the site in 2038 up to 10,000 spaces, the possibility of private vehicle use also increases on the 85<sup>th</sup> percentile day, assuming full occupancy is achieved.
- 6.4.11. Combining the London and non-London visitors results in The London Resort achieving a private vehicle mode share of 62% in 2038, which is considered robust as it sits within the existing site private vehicle range.

## PEAK DAY

- 6.4.12. Table 6-17 below provides the mode share percentages for London and non-London visitors to the London Resort for the 2038 Peak day, split into arrivals and departures.

**Table 6-17: 2038 – Peak day mode shares – London and Non-London**

| 2038 Peak Day          | Arrivals   |        | Departures |        |
|------------------------|------------|--------|------------|--------|
|                        | Non-London | London | Non-London | London |
| Private Vehicle (Max)  | 58.4%      | 32.0%  | 58.4%      | 32.0%  |
| Coach (Max)            | 9.6%       | 9.8%   | 9.6%       | 9.8%   |
| Other modes / PT (Min) | 32.0%      | 58.2%  | 32.0%      | 58.2%  |
| Total                  | 100%       | 100%   | 100%       | 100%   |

- 6.4.13. As demonstrated in Table 6-15, the higher demand for the Peak day results in a lower private vehicle mode shares compared to the 85<sup>th</sup> percentile for non-London visitors.
- 6.4.14. Table 6-18 below provides the total site mode share percentages to the London Resort, split into arrivals and departures for the 2038 peak day.

**Table 6-18: 2038 – Peak day mode shares – Total Site**

| 2038 Peak Day          | Total Site |            |
|------------------------|------------|------------|
|                        | Arrivals   | Departures |
| Private Vehicle (Max)  | 48.0%      | 48.0%      |
| Coach (Max)            | 9.7%       | 9.7%       |
| Other modes / PT (Min) | 42.3%      | 42.3%      |
| Total                  | 100.0%     | 100.0%     |

- 6.4.15. On peak days therefore, the resulting private vehicle mode share is approximately 48%. The Coach mode share, which is based on maximum occupancy of the coach car park, results in approximately 10% mode share. The other modes / public transport as a result indicate that up to 42% of visitors could utilise these.

## 6.5 VISITOR SUMMARY

- 6.5.1. It is shown that adopting a design led approach to constraining private use results in mode shares that are comparable to existing resorts and attractions. The private vehicle mode share ranges between 48% and 70% depending on the day type and year being reviewed.
- 6.5.2. This approach is a worst case in terms of vehicular demand, as it assumes that the car and coach parks will be full to occupancy. In reality, this may vary and is dependent on the day type and season.
- 6.5.3. It is proposed to utilise the above car and coach mode shares in order to assess a worst case transport assessment for the London Resort.

## 6.6 STAFF PRIVATE VEHICLE MODE SHARE

- 6.6.1. Staff will adopt a different travel pattern to visitors, and as shown in TN1 will arrive / depart from the site predominantly outside of the main visitor peak movements. Alongside this, staff are likely to adopt a different mode share choice to suit the available options and timings.
- 6.6.2. The London Resort will have a 500 space dedicated staff car park. It is also envisaged that other measures are likely to be implemented to aid in staff travel choices, helping to promote sustainable modes where possible through various initiatives. LRCH is committed to only allowing parking on site for those car sharing and therefore the relevant mode shares are based upon an occupancy of 2 people.
- 6.6.3. ProFun have considered the total number of operational staff required for the varying day types in each of the assessment years. As the 85th percentile day falls within the peak period of seasonal operation, the peak number of staff will be assessed.
- In 2025, it is estimated that there will be 8,591 weekday staff required during the peak season; with 1,800 staying on-site, the trip distribution therefore considered the arrival and departure of the remaining 6,791 staff;
  - In 2029, it is estimated that there will be 11,543 weekday staff; with 1,800 staying on-site, the trip distribution therefore considered the arrival and departure of the remaining 9,743 staff; and
  - In 2038, it is estimated that there will be 12,028 weekday staff; with 1,800 staying on-site, the trip distribution therefore considered the arrival and departure of the remaining 10,228 people.
- 6.6.4. Adopting the same methodology, of using the car park number as a constraint to determine the mode share for staff, it is possible to calculate the numbers across the various day types. Table 6-13 shows the resulting private vehicle mode share for staff.

**Table 6-19 Staff Modal Share for Private vehicle**

| Year | Day Type             | Private Vehicle (Car Driver) |
|------|----------------------|------------------------------|
| 2025 | Average Day          | 25.8%                        |
|      | 85 <sup>th</sup> ile | 25.8%                        |
|      | Peak Day             | 20.1%                        |
| 2029 | Average Day          | 18.2%                        |
|      | 85 <sup>th</sup> ile | 19.1%                        |
|      | Peak Day             | 14.5%                        |
| 2038 | Average Day          | 18.2%                        |
|      | 85 <sup>th</sup> ile | 17.3%                        |
|      | Peak Day             | 13.8%                        |

Source: Consultant Calculated

- 6.6.5. As a result, a forecast of 14% to 26% for Private Vehicles for staff has been calculated. The London Resort site will look to capitalise on nearby populations to source local work staff, which will be combined with the staff accommodation on site to minimise the need for car use.

# SCENARIO 2 - ASSESSING WORST CASE – OTHER MODES FOCUSED



## 7 SCENARIO 2 - OTHER MODE SHARE FOCUSED

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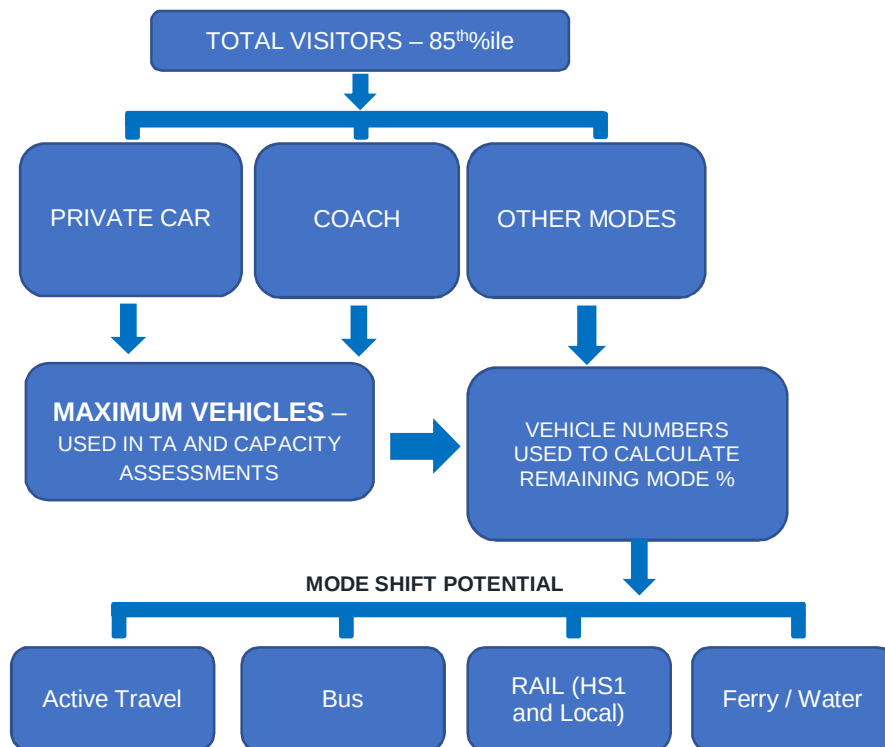
### 7.1 INTRODUCTION

- 7.1.1. Whilst Scenario 1 will determine the maximum number of vehicles on the network, this does not mean that the other modes (public transport, rail and bus) will remain at a fixed mode percentage.
- 7.1.2. In reality, the same applies for public transport, where varying demand will occur across the year on various options. Where rail travel may be higher on one day, with a corresponding lowering of private vehicle use, on others, rail travel may not be as high a percentage.
- 7.1.3. Therefore, it is likely a range of percentages will be applied to The London Resort across the year.
- 7.1.4. In a similar approach to 1) above, a review of the existing and forecast capacity on those public transport networks has been completed to ascertain what the maximum number of visitors that can travel by that mode. This approach then allows an appreciation of what can be accommodated and therefore the likely split between the other modes.
- 7.1.5. The public transport options for The London Resort will result in variable uptake depending on season, day type and geography. This is based on the various reasons below;
  - South East Trains operate high speed rail services from London to Ebbsfleet providing ease of access to the site, with links to taxis and nearby hotels;
  - Private rental or privately-owned vehicles will enable a convenient journey to the site but not an efficient journey regarding travel time;
  - Existing local bus services including Fastrack operate numerous services within the area. These services will be extended to The London Resort, including a Fastrack service.
  - Following discussions with Thames Clippers, they are confident that a mode share of 15% is achievable with a river ferry service from central London to The London Resort; and
  - Coach travel is forecast to provide a significant method of transport for visitors staying in the South/ South East of London. The coaches can be provided/ organised through the hotel as part of a package deal.

### 7.2 ASSESSMENT APPROACH

- 7.2.1. The assessment for the other modes of travel largely focuses on what accessibility to public transport is feasible for those visiting The London Resort. A separate report, TN4m reviewing future mobility and accessibility to public transport has been compiled to provide further evidence on the options available.
- 7.2.2. As a starting point, using the maximum vehicle percentages in Scenario 1, the potential percentage available for public transport use can be ascertained.
- 7.2.3. Figure 7-1 below shows the assessment approach for Scenario 2. As can be seen underneath, this results in a range of percentages that are likely to be used and not a fixed number.

**Figure 7-1 – Assessment Flow Diagrams – Scenario 2 - example**



## 7.3 VARIABLE MODE SPLITS

7.3.1. Using 2029 and 2038 years as an example, the results from the Scenario 1, high vehicle use analysis results in the following percentage for Other modes / PT;

|                                          |                                   |
|------------------------------------------|-----------------------------------|
| ■ 2029 – Average day                     | - <b>Other modes / PT = 16.4%</b> |
| ■ 2029 – 85 <sup>th</sup> percentile day | - <b>Other modes / PT = 23.8%</b> |
| ■ 2029 – Peak day                        | - <b>Other modes / PT = 33.6%</b> |
| ■ 2038 – Average day                     | - <b>Other modes / PT = 22.8%</b> |
| ■ 2038 – 85 <sup>th</sup> percentile day | - <b>Other modes / PT = 27.1%</b> |
| ■ 2038 – Peak day                        | - <b>Other modes / PT = 42.3%</b> |

7.3.2. TN4 highlights the separate Mode Shift Potential and showcases the travel times to the site by rail, indicating the low estimate (worst case scenario) and high estimate (best case scenario). These scenarios are informed by the minimum and maximum distances possible from each local authority boundary to the site.

7.3.3. An estimated 12,001 (worst case) and 23,372 (best case) visitors are able to access the site within 60 minutes, accounting for 33% or 64% of the mode share, respectively. Accounting for journeys longer than 60 minutes, a total of 31,496 (worst case) or 33,480 (best case) are estimated to be able to reach the site within 120 minutes. At the lower estimate, this accounts for 86% of mode share, with a possible mode share potential of 91% at the high estimate.

- 7.3.4. As a high level assessment therefore, there is significant accessibility to public transport that can be accessed by visitors to the site.
- 7.3.5. Clearly, there will be fluctuation in public transport modes and that the assessment requires an understanding of future trends and The London Resort ticketing strategy. It is considered therefore, that at this time a broad range of public mode shares are considered that will enable relevant stress testing of capacity and enhancements that are required, whilst also addressing the fact that mode choice to The London Resort will depend upon a number of factors that are yet to be addressed including;
- Cost of public transport
  - Final ticketing strategy for The London Resort
  - Car Parking charges
  - New Hotel offering, including relevant new services from hotels
- 7.3.6. Given that there are a number of different outcomes to a person's choice for public transport, we have set out in Table 7-1 below potential varying mode share percentages to The London Resort, split into arrivals and departures for 2038.
- 7.3.7. To inform Table 7-1, we have considered a number of relevant assumptions that could affect the whether one element could rise or fall. For example;
- Water ferry can accommodate a maximum of a 15% mode share – if at capacity, would see on an 85%ile day in 2038, a remaining 12% across rail and bus. However, if on any given day (for example a wet day in winter) this drops to circa 5% mode share, this would most likely be absorbed by rail travel, this increasing by circa 10%
  - We have shown a max mode share of coach at around 10% (2038 85%ile day). There is every chance that the coach park is not full. Any reduction could be taken up by local bus or rail travel.
  - With regards to car travel, we have assumed a full car park. In reality The London Resort will be promoting public transport and minimise the use of private vehicle where possible, and if achievable may never build the full 10,000 spaces. In doing so, any reduction in car trips are likely to be taken up by coach and rail travel.
- 7.3.8. This variation is difficult to predict and we do not consider it satisfactory in setting a definite mode share to any public transport mode is setting a public transport strategy. As such, a set of variables in line with the examples set out above have been considered and is contained within **Appendix A** which shows how changes in one public transport mode could impact upon the others, with Table 7-1 setting out the broad ranges that will be considered in depth within the Transport Assessment.

**Table 7-1: Public Transport mode ranges**

| Other mode ranges    | Percentage |        |
|----------------------|------------|--------|
|                      | Lower      | Upper  |
| <b>Rail</b>          | 10%        | 43%    |
| <b>Bus</b>           | 2%         | 10-15% |
| <b>Water / Ferry</b> | 2%         | 15%    |
| <b>Active Travel</b> | 2%         | 5-10%  |

- 7.3.9. It is the intention that through discussions with relevant stakeholders and operators, we will discuss the above ranges in mode share to determine the implications and relevant mitigation that would be needed going forward. Rail and local bus travel will be a key mode of transport to the site, however it can be seen that there could be anywhere from 10% up to circa 43% of visitors to arrive by train which could have significant implications upon the service operation.

## VISITOR SUMMARY

- 7.3.10. It is evidence that the mode shares for the public transport element will vary from day to day, and the attractiveness of each is still subject to a number considerations that are yet to be defined. Some of these, for example commercial discussions with operators, will not be able to take place until post DCO application which are likely to impact the modal choice of travel for visitors.
- 7.3.11. It is therefore proposed to provide ranges of mode shares that can be shared with stakeholders at this time in order to define a suitable strategy that would enable flexibility in the approach to public transport, and a way in which relevant operation management plans can be put in place to enable appropriate services for visitors and staff to the site.

## 7.4 STAFF TRAVEL BY OTHER MODES

- 7.4.1. Similar to visitors, Staff mode share for choices other than private vehicle is likely to vary to some degree. LRCH will have a greater control over staff travel and will be able to influence and incentivise uptake of sustainable travel choices and measures such as car sharing.
- 7.4.2. It should also be noted that LRCH and The London Resort will be implementing on site staff accommodation, with approximately 1,800 staff (across 500 units) able to stay at the resort without the need for travel. This will have a significant positive impact on reducing travel demand on the local highway network.
- 7.4.3. To ascertain the potential variability of staff mode share, the review of a nearby example, Bluewater, has been interrogated further.

**Table 7-2 – Bluewater Staff Mode Share**

| Staff            | Modal Split |               |     |       |           |            |       |
|------------------|-------------|---------------|-----|-------|-----------|------------|-------|
|                  | Car Driver  | Car Passenger | Bus | Coach | Rail/tube | Walk/cycle | Other |
| Bluewater (2000) | 39%         | 7%            | 34% | 10%   | 8%        | 3%         | -     |

- 7.4.4. Whilst it is acknowledged that the Bluewater staff data is now old, this still provides a starting point for determining staff travel that is based at site in close proximity to the proposals.
- 7.4.5. To inform the staff modes in Table 7-2, we have considered a number of relevant assumptions that could affect the whether one element could rise or fall. For example;
- With regards to car travel, we have assumed a full staff car park. In reality, The London Resort will be promoting public transport and other sustainable modes for staff. In doing so, any reduction in car trips are likely to be taken up by coach and rail travel.;

- LRCH and The London Resort will be able to incentivise non-vehicle travel through measures such as loans for public transport tickets;
- The London Resort will implement car sharing to ensure that staff vehicle occupancy of 2 is achieved;
- Measures to increase connectivity to public transport hubs will be reviewed, such as shuttle services to ensure that multi-mode travel for staff is viable, quick and efficient.

7.4.6. Volterra have researched the likely distribution of staff for The London Resort, and where possible it is envisaged that local populace will benefit from the employment opportunities. As such, the need for private vehicle use becomes lower as other options, such as rail, bus and organised coach services will be available.

7.4.7. Table 7-2 below provides the indicative ranges for staff mode shares assumed for staff at The London Resort.

**Table 7-3 – Proposed London Resort Staff mode share (ranges)**

| Staff             | Modal Split     |         |         |           |            |               |
|-------------------|-----------------|---------|---------|-----------|------------|---------------|
|                   | Private Vehicle | Bus     | Coach   | Rail/tube | Walk/cycle | Water / Other |
| The London Resort | 14% - 26%       | 5 - 34% | 0 - 10% | 8 - 25%   | 3 - 5%     | 0% - 5%       |

7.4.8. Depending on the day type, the private vehicle mode share will vary between 14 and 16%. Correspondingly, the other modes will then also vary.

7.4.9. Compared to Bluewater, it is likely that The London Resort will see an increase in rail trips and a corresponding decrease in bus usage.

7.4.10. By constraining staff parking, resort employees will not be able to rely on private vehicle use and as such will have to use alternative modes. This design, combined with LRCH's commitment to implementing travel planning measures for staff, such as travel loans for public transport, will ensure that staff travel utilises sustainable modes as much as possible.

## 8 SUMMARY AND CONCLUSIONS

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### 8.1 SUMMARY

- 8.1.1. WSP has been commissioned to provide transportation and highways advice in support of a DCO application, culminating in a new attraction resort, referred to as The London Resort.
- 8.1.2. This Technical Note identifies the methodology behind determining the likely visitor and staff modal share to the site and explores the likely travel patterns that will be adopted at The London Resort site. The methodology is based on:
- Design led constraint to private vehicle use, by ensuring a fixed number of parking spaces is developed;
  - Calculations based on the fixed number, alongside mode share information from London to determine the maximum number of vehicles;
  - A robust review of existing major attraction sites modal information in and around the UK to cross reference the resulting mode share numbers;

### 8.2 CONCLUSIONS

- 8.2.1. It is be reasonable to suggest that The London Resort can utilise the available transport network capacity during off-peak periods, supplementing site access infrastructure to ensure that an array of sustainable travel options are available to visitors and staff.
- 8.2.2. The mode share splits are only forecasts and estimates linked to potential operational partnerships between hotels and methods of transport to The London Resort such as coaches, Water Taxi and Rail operators. mode shares will continually be monitored through the travel planning process
- 8.2.3. Whilst The London Resort is unlike any in the UK, taking account of the existing and potential transport infrastructure available, the forecast travel mode choices are based on design led analysis and correlate with robust evidence of visitor attractions and stadia across the UK, employing European and International examples.
- 8.2.4. It is considered that the mode shares calculated are therefore suitable for inclusion in the assessments of The London Resort moving forwards.

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# Appendix A

BACKGROUND DATA AND REVIEW  
OF EXISTING SITE INFORMATION



# 1 VISITOR TRAVEL BACKGROUND INFORMATION & DATA SOURCES

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## 1.1 INTRODUCTION

- 1.1.1. As outlined in the main body of the TN3 report a review of publicly available information has been undertaken to source relevant data for existing major visitor attractions. Where possible, mode split information has been acquired, in an attempt to provide a suitable percentage range of the likely transport options used by visitors.
- 1.1.2. Numerous sites were reviewed during this process, and the background information is contained below. A review of a selection of existing resorts was completed, alongside other major trip attractors, such as shopping destinations and stadia. Whilst it is acknowledged that non resort sites will have different travel patterns, they provide a valuable source of information on locations that cater for large numbers of visitors and support staff.
- 1.1.3. This review process has looked at existing sites that try to encompass comparable characteristics to the development, such as being close to significant population centres with supporting transport infrastructure.

## 1.2 MAJOR SITES / ATTRACTIONS IN THE UK

- 1.2.1. Using a similar methodology to the existing resorts mentioned above, a review and interrogation of major sites within the UK has been completed. This provides a wider database of information and includes attraction sites that are considered to encounter similar visitor profiles to The London Resort. The sites considered below are;
- Shopping centres
  - Stadia,
  - Arenas,
  - London Olympics, and
  - Airports,
- 1.2.2. The site selection applied has looked at locations with publicly available data, as well as having visitor profiles which could at least be partially applicable to some of the elements of The London Resort site. A number of these locations are stadia, which has previously been looked at in the TRICS conference papers<sup>1</sup> noting that spectators typically arrive within two hours before game and depart within 90 minutes of end. Most of these attractions can be considered as a 'day' visitor attraction although a smaller number of visitors could be described as Tourists staying in overnight accommodation.

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<sup>1</sup> *The Potential for Sustainable Transport Solutions: Theme Parks and Sports Stadia, TRICS 10<sup>th</sup> Annual Conference & Aston Villa Football Club – Sustainable Transport Plan, TRICS 11<sup>th</sup> Annual Conference, et al.*

## 2 EXISTING RESORTS AND ATTRACTIONS REVIEWED

### 2.1 INTRODUCTION

2.1.1. As discussed previously, a large number of sites and attractions have been reviewed during the assessment process. Table 2-1 below outlines the places considered and whether or not the sites have been included in further analysis and review.

**Table 2-1: Sites and Attractions reviewed as part of TN3**

| ENTERTAINMENT<br>RESORTS              | INCLUDED | STADIA / ARENA                                           | INCLUDED | SHOPPING<br>CENTRES          | INCLUDED | AIRPORTS /<br>OTHER      | INCLUDED |
|---------------------------------------|----------|----------------------------------------------------------|----------|------------------------------|----------|--------------------------|----------|
| Warner Brothers<br>Studio Tour        | ✓        | Emirates Stadium                                         | ✗        | Westfield London             | ✓        | National Space<br>Centre | ✗        |
| Thorpe Park                           | ✓        | Brighton & Hove<br>American Express<br>Community Stadium | ✓        | Bluewater<br>Shopping Centre | ✓        | London Olympics          | ✗        |
| Chessington<br>World of<br>Adventures | ✗        | Wembley Stadium,                                         | ✗        | Lakeside Shopping<br>Centre  | ✓        | Stansted Airport         | ✗        |
| Alton Towers                          | ✗        | Twickenham<br>Stadium,                                   | ✗        |                              |          | Heathrow Airport         | ✗        |
| Legoland Windsor<br>Resort            | ✗        | Leeds Arena                                              | ✗        |                              |          | NEC Birmingham           | ✓        |
| Europa, Germany                       | ✓        | Bristol Stadium                                          | ✗        |                              |          |                          |          |
| Disneyland, Hong<br>Kong              | ✗        | O2 Arena                                                 | ✗        |                              |          |                          |          |
| Disneyland, Paris                     | ✓        |                                                          |          |                              |          |                          |          |

Whilst it's acknowledged that the above is not a definitive list of attractions and / or large trip attractors, the sites identified above had information available that allowed for a review of the visitor mode shares and in some cases staff mode.

## 2.2 SITE SELECTION PROCESS

- 2.2.1. Each attraction / site reviewed has been interrogated using the information publicly available to ascertain their relevance to the proposals at The London Resort site. Where sites are considered to be suitable for further review, this has been undertaken in Section 3 of this Appendix.
- 2.2.2. The below text provides further justification on the sites that were not taken forward in the selection process.

### EXISTING ENTERTAINMENT RESORTS

- 2.2.3. The sites that will be reviewed further will be as follows;
- Warner Brothers Studio Tour,
  - Thorpe Park,
  - Europa Park and
  - Disneyland Paris.
- 2.2.4. The remaining resorts and sites have been discounted at this stage as explained below;

### CHESSINGTON WORLD OF ADVENTURES

- 2.2.5. Chessington World of Adventures is an entertainment resort comprising of rides and attractions, a zoo and a hotel complex. It lies 19 km southwest of Central London, England, in the Chessington area of the Kingston upon Thames borough. The Resort is adjacent to the A243 and around 3-4km from the Strategic Road Network south of the A3 and north of Junction 9 of the M25. Figure 1 below provides a location plan of the resort.
- 2.2.6. The three closest railway stations to the site are Chessington south, Ashted and Epsom, which are 1.8km, 4.6km, and 5.4km respectively.
- 2.2.7. The following tables reveal staff and visitor travel patterns, obtained from the survey data provided in Chessington World of Adventures Resort's Travel Plan (Atkins, 2013).



### Chessington Visitor Travel

- 2.2.8. The Visitor surveys were undertaken at Chessington World of Adventures Resort in August 2012 between 1000 and 1800 hours. A total of 3,695 responses were collected and the survey results are presented in Table 2-2, noting a good rail mode share.

**Table 2-2 - Chessington World of Adventures – Visitor Modal Split**

| MODE      | CHESSINGTON WORLD OF ADVENTURES (VISITORS) |
|-----------|--------------------------------------------|
| Car (SOV) | 0%                                         |
| Car Share | 86%                                        |
| Cycle     | 0%                                         |

| MODE                | CHESSINGTON WORLD OF ADVENTURES (VISITORS) |
|---------------------|--------------------------------------------|
| Walk                | 0%                                         |
| Train               | 10%                                        |
| Coach / Minibus     | 2%                                         |
| Public Bus          | 2%                                         |
| Motorbike / Scooter | 0%                                         |
| Other               | 0%                                         |
| Total               | 100%                                       |

Source: Chessington World of Adventures Resort's Travel Plan (Atkins, 2013)

- 2.2.9. As shown in Table 2-2, the most common method of travel to the Resort is car share. 3,178 visitors travelled by car, which represents 86 % of visitors who were surveyed. Only one person travelled in the car alone. 354 visitors (10%) travelled by rail, 62 visitors (2%) travelled by coach / minibus, 84 (2%) travelled by bus, 15 people walked and there was one motorcyclist.

#### Chessington Staff Travel

- 2.2.10. To inform the Travel Plan, a questionnaire was created to gather data on the travel behaviour and of staff. The staff travel survey was distributed by Chessington World of Adventures Resort's Travel Plan Coordinator during August 2012. A total of 334 responses were received which was made up of 189 full time staff 145 part time staff, representing a 40% response rate. The results are shown in Table 2-3.

**Table 2-3 - Chessington World of Adventures – Staff Modal Split**

| MODE                | CHESSINGTON WORLD OF ADVENTURES (STAFF) |
|---------------------|-----------------------------------------|
| Car (SOV)           | 59%                                     |
| Car Share           | 8%                                      |
| Cycle               | 3%                                      |
| Walk                | 6%                                      |
| Train               | 11%                                     |
| Bus                 | 12%                                     |
| Motorbike / Scooter | 1%                                      |
| Taxi                | 0%                                      |
| Total               | 100%                                    |

Source: Chessington World of Adventures Resort's Travel Plan (Atkins, 2013)



- 2.2.11. As shown above, of those staff surveyed in 2012, the majority (67%) stated that their main mode of travel to work (defined as consisting of more than 50% of the journey time) was by private car, including 8% that car share. The two other largest modes of travel were by bus (12%) and train (11%). There was also a smaller percentage that walked (6%) and cycled (3%), and 1% that travelled by taxi.
- 2.2.12. The results indicate that 23% of staff arrived at the site by public transport, even though the site has a relatively low accessibility level. This highlights the importance of public transport not only for visitors, but also staff, last years have been aims to reduce the dependency of the car. Improving the public transport information, combined ticketing, flexible working and teleconferencing are proposal to change the modal split in the area.
- 2.2.13. The Chessington data is fairly detailed, offering some useful insight on the potential for rail travel. Combined rail and park entry tickets are available from southwest train stations, travelling via Chessington south station and bus services (circa 15 minute frequency). Whilst the combined ticket arrangement contributes to a slightly higher rail mode share, the level of accessibility suggests that there is still a much higher bias towards car travel thus this data is likely to be very robust compared to The London Resort proposals.

## **ALTON TOWERS**

- 2.2.14. Alton Towers is located in the County of Staffordshire in the Staffordshire Moorlands District. Alton Towers is an entrainment resort with rides, a waterpark and various hotel complexes. The Resort is located between the M1 and the M6, with key connector roads such as the A50 providing vehicular access to the site.
- 2.2.15. The nearest railway station is located in Uttoxeter, approximately 12km drive away from the site.

### **Alton Towers Visitor Travel**

- 2.2.16. The Alton Towers Resort is open during February half term and then from mid-March to early November. Daily visitor numbers to the Resort vary considerably affected as they are by a number of influences including the economic climate, the increase in 'staycation' holidays, day of the week, school holidays, weather, other sporting events and the influence of new attractions.
- 2.2.17. Generally, the seasonal peak periods, approximately 30 days per annum, immediately precede or are during school holidays, when up to 20,000 visitors are attracted to the Theme Park. There are occasions when special events (e.g., concerts, Scarefest, Fireworks) are held when this number is exceeded and up to 25,000 attend.. Due to a tragic accident in 2015, the visitor numbers have decreased by over 0.5 million.
- 2.2.18. However, special traffic measures, such as increased bus frequencies are implemented at these times to reduce the traffic impact on the road network. On other days the volume is considerably less and the majority of days average at less than 15,000 visitors.
- 2.2.19. According to Alton Towers Resort's Transport Assessment in support of planning applications for new accommodation in a lodge / tree house development, Spa extension and relocation of car parking (John Taylor, 2014), visitor surveys during 2012 identified the modal split at the Resort as those detailed in Table 2-4.

**Table 2-4 - Alton Towers - Visitor Modal Split**

| MODE                      | ALTON TOWERS RESORT (VISITORS) |
|---------------------------|--------------------------------|
| Private Car               | 88%                            |
| Private Hire Coach or Bus | 8%                             |
| Train and Bus             | 2%                             |
| Train and Taxi            | 1%                             |
| Other                     | 1%                             |
| Total                     | 100%                           |

Source: Alton Towers Resort's Transport Assessment (John Taylor, 2014)

- 2.2.20. Alton Towers shows a high dependency on private car use to the site. Whilst this number is assumed to include both passengers and drivers, thus inflating the number of cars perceived to access the site, the geographical location of Alton Towers lends itself for use by private vehicle, as the nearest train station in the village of Uttoxeter is approximately 12km away. This is further compounded by the low public transport accessibility score for the site, preventing users with an alternative travel mode.
- 2.2.21. Like Chessington a combined rail ticket arrangement is available, but the distance and frequency of bus services appears to affect the proportion of visitors who travel this way.
- 2.2.22. Results from a 2008 survey<sup>2</sup>, presented in an Atkins TA for a roller coaster, highlights that whilst private vehicle travel is the dominant mode, car occupancy for the site was 3.6 people per car. This reflects the typical family or group orientated visitor nature of resorts and parks of this nature, resulting in a higher person per vehicle than typically observed at shopping centres for example<sup>3</sup> effectively suggesting that car driver mode share is around 24-25%.

#### **Alton Towers Visitor profile**

- 2.2.23. Using information contained within the 2013 Alton Towers student information pack, which included surveys obtained through July 2010 to June 2011, the typical age of visitors to the resort was recorded, as shown below in Table 2-5 below.

**Table 2-5 - Alton Towers – Age Split**

| AGE – ADULTS | %     |
|--------------|-------|
| 15-24        | 16%   |
| 25-34        | 15.8% |
| 35-44        | 17.5% |
| 45-54        | 16.5% |

<sup>2</sup> <http://publicaccess.staffsmoorlands.gov.uk/portal/servlets/AttachmentShowServlet?ImageName=35673>

<sup>3</sup> Information on Bluewater, presented in Chapter 3, suggested that almost 50% of travels were solo drivers.

| AGE – ADULTS | %     |
|--------------|-------|
| 55-64        | 14.3% |
| 65+          | 20%   |

Source: Alton Towers Student Information Pack (2013)

- 2.2.24. The surveys provided a further age breakdown of households with children who visit, although it is noted that some households at the site do not have children. From the data available, it can be inferred therefore that approximately 9.9% of visitors do not include children. The age profiles indicate that a high number of dependent visitors are attracted to the site.
- 2.2.25. The breakdown of households with children who visit and their ages are shown in Table 2-6 below. The age of visitor can be assumed to directly link with the car occupancy to the site.

**Table 2-6 - Alton Towers Breakdown of households with children who visit**

| AGE OF CHILDREN | %       | %     | TYPE     |
|-----------------|---------|-------|----------|
| Under           | 3.6%    | 41.0% | Children |
| 1-2             | 6.2%    |       |          |
| 3-5             | 8.3%    |       |          |
| 6-8             | 7.7%    |       |          |
| 9-11            | 7.4%    |       |          |
| 12-14           | 7.8%    | 8.5%  | Youth    |
| 15-18           | 8.5%    |       |          |
| 19-25           | 11.5%   | 41.6% | Adult    |
| 26+             | 30.1%   |       |          |
|                 | 91.10%* |       |          |

Source: Alton Towers Student Information Pack (2013) \*9.9% of households do not include children (assumed)

- 2.2.26. As shown in the Table, 41% of the households with children include ages up to 14. Including youth visitors, of which it can be assumed cannot drive, the age profile suggests that approximately 50% would be escorted around the park.
- 2.2.27. Therefore, a high number of visitors can be attributed to at least a family unit, or group. This therefore is relatable to the high car mode share to the site, and the high occupancy of 3.6 per car recorded.
- 2.2.28. Alton Towers also provides accommodation for Park visitors, conference guests and tourists requiring a local base for the regional attractions. The existing hotels have a total of 391 rooms together with 61 double lodges and 5 tree houses in the Enchanted Village, a total of 518 rooms. The average number of sleepers per room during 2011 was 2.97. Operators are advancing proposals for a further 96 lodges, 10 treehouses and a new restaurant.
- 2.2.29. The data suggests that during the peak periods, these hotels are around 90% occupied. As such, a peak daily footfall of between 20,000 and 25,000 visitors therefore suggests that between 4 – 5% stay on site.

- 2.2.30. From the survey data contained within the student information pack, the geography of visitors to the resort was broken down in to a number of areas and regions. Table 2-7 below, replicated from the document indicates where the visitors came from.

**Table 2-7 - Alton Towers – Visitor Origins**

| ORIGIN               | PERCENTAGE (%) | ORIGIN     | PERCENTAGE (%) |
|----------------------|----------------|------------|----------------|
| London               | 11.2%          | North West | 16.4%          |
| South and South East | 5.4%           | Yorkshire  | 14.5%          |
| East                 | 5.9%           | North East | 4.8%           |
| South West           | 3.2%           | Scotland   | 3.8%           |
| Wales and West       | 7.8%           | Border     | 0.9%           |
| Midlands             | 26%            |            |                |

Source: Alton Towers Student Information Pack (2013)

- 2.2.31. The distribution of visitors highlights the attraction of the site to those travelling longer distances. Although the site is located near to Derby, approximately 20% of visitors originate from London, South East and South West Locations. This confirms the sites ability to draw longer distance visitors, although the data does not outline those which may have longer durations of stay, for example those staying at hotels.
- 2.2.32. Again, the Alton Towers data offers some useful insight as to the visitor trip distribution. Significantly it highlights that, despite relatively poor levels of public transport accessibility, that the proportion of private vehicle drivers represents less than one quarter of visitors. Also, the employee travel plan encourages all team members to reduce their dependence on the private vehicle by promoting car sharing, cycling, working from home or using IT to virtually attend meetings.
- 2.2.33. Alton Towers shows a high dependency on private car use to the site with recent data showing that 88% of visitors will travel by car. Whilst this number is assumed to include both passengers and drivers, thus inflating the number of cars perceived to access the site, the geographical location of Alton Towers lends itself for use by private vehicle. The nearest train station is a considerable distance away, and whilst there may be connecting bus services, the travel times render this option less attractive to visitors.
- 2.2.34. The available Alton Towers data provides a useful indication on the geographical distribution of visitors which can be used to further understand the likely attraction and travel draw of The London Resort, however it is considered that the mode share reported is not comparable. The London Resort will be able to provide an improved level of travel choice for visitors and staff which in turn will promote non car-based travel. Alton Towers does not have this ability and therefore the high car mode share is unreflective of the potential THE LONDON RESORT travel for visitors.

## LEGOLAND WINDSOR RESORT

- 2.2.35. Legoland Windsor Resort is a theme park aimed at typically younger age demographics (primarily 2-12 years old) and provides over 55 interactive rides, live shows, building workshops, driving schools and attractions, within 150 acres of parkland.

- 2.2.36. The site is located on the B3022 Windsor/Ascot road approximately 3.2km from Windsor town centre. The nearest railway station is Windsor & Eton Central station which is approximately 5km from the site. The Legoland website outlines that there is a shuttle bus service to the park from stops close to both rail stations although this is a chargeable service and is not operated by the park.
- 2.2.37. There is a park and ride service provided by Routes 191 and 200. Park & Ride tickets are also valid on Route 702 for travel between Legoland and Windsor.
- 2.2.38. Information on visitor travel was not available however the Legoland annual Travel Plan monitoring report 2015 provides staff survey information. To minimise travel demand during the PM peak hour Legoland actively plan shows to reduce the potential of arrivals / departures during these times.
- 2.2.39. The staffing patterns are stated to change at Legoland seasonally. Whilst the hotel is operational year-round, the main park is subject to closures from November to March. In 2012 all staff (park and hotel) were surveyed, whereas in 2014 and 2015 just the hotel staff were surveyed. Table 2-8 provides the results of the 2012 and 2014 multi-modal staff surveys of Legoland. The information for 2012 did not break down the car share, and so has been reported as one figure.

**Table 2-8 - Legoland Windsor Resort – Staff Modal Split**

| MODE                     | LEGOLAND WINDSOR RESORT (ALL STAFF) – 2012 | LEGOLAND WINDSOR RESORT (HOTEL STAFF) - 2014 | LEGOLAND WINDSOR RESORT (HOTEL STAFF) 2015 | 2015 TARGET | 2016 TARGET |
|--------------------------|--------------------------------------------|----------------------------------------------|--------------------------------------------|-------------|-------------|
| Car Share: Driver        | 62.15%                                     | 6.5%                                         | 5.75%                                      | 16%         | 18%         |
| Car Share: Passenger     |                                            | 14.63%                                       | 9.28%                                      | 19%         | 16%         |
| Single Occupancy Vehicle |                                            | 34.96%                                       | 43.98%                                     | 20%         | 18%         |
| Train                    | 5.49%                                      | 4.07%                                        | 5.29%                                      | 7%          | 7.5%        |
| Walk                     | 4.12%                                      | 10.57%                                       | 6.96%                                      | 4%          | 4%          |
| Bicycle                  | 4.98%                                      | 4.88%                                        | 13.38%                                     | 6.5%        | 7%          |
| Motorcycle / Scooter     | 2.66%                                      | 4.07%                                        | 0.88%                                      | 2.5%        | 2.5%        |
| Bus                      | 18.11%                                     | 13.82%                                       | 11.78%                                     | 22%         | 26%         |
| Taxi                     | 2.49%                                      | 6.5%                                         | 2.68%                                      | 1%          | 1%          |
| TOTAL                    | 100%                                       | 100%                                         | 100%                                       | 100%        | 100%        |

Source: [http://www.rbwm.gov.uk/public/transparency\\_legoland\\_annual\\_travel\\_plan\\_2015.pdf](http://www.rbwm.gov.uk/public/transparency_legoland_annual_travel_plan_2015.pdf)

- 2.2.40. The resulting car mode (totalling all types) for staff travel equates to 59.01% in 2015 (hotel staff) and 62.15% in 2012 for all staff, for which the car driver mode share was 48.73% (2015). Noticeably, in both survey years, there is a high percentage use of bus, and in 2015 hotel staff, walk and bicycle equate for over 15% of staff mode share, suggesting that a considerable number of employees live locally. This is confirmed within the report, where it states that the distance travelled for staff is as follows:
- Distance travelled <5miles (from total responses) –36.63%
  - Distance travelled >5miles (from total responses) –66.37%
- 2.2.41. The age of respondents were also included within the 2015 survey, with 25.66% of respondents in 2014 were under 20. It is noteworthy that the combined age groups of under 20's and 20-24 make up 59.29% in 2015.

- 2.2.42. The information available does not outline the likely mode share for visitors but does provide a useful resource in terms of staff travel. Similar to Alton Towers, Legoland Windsor lacks travel options for visitors and is therefore likely to promote a high private car use.

### **DISNEYLAND, HONG KONG**

- 2.2.43. Disneyland, Hong Kong is located in a scenic coastal area with mountain backdrop at Penny's Bay just off the North Lantau Highway on Lantau Island opened in 2005 and is the smallest Disney park. This park employs around 5,300 full time and 2,500 part time staff.
- 2.2.44. For most visitors the most convenient method of transportation is the Mass Transit Railway (MRT) which connects Sunny Bay Station with Hong Kong Disneyland in just 4 minutes, such that the mode share by train is reported as being over 40%. The MRT is only a 30-minute ride from the International Airport and Hong Kong Station. In addition, local and cross-country buses are also operated to transfer guests to and from the Resort. Recent reports suggest that travellers from mainland China accounted for 36% of HK Disneyland visitors in the fiscal year 2016, down from 41% in fiscal 2015 and 48% in fiscal 2014.
- 2.2.45. The park capacity originally was 37,000, however, due to the opening of the new theme areas, capacity has increased to 42,000. Although the park capacity has increased, the financial year ending in September 2015 saw a decline in annual attendance to 6.8 million. Average daily attendance is reported to be approximately 20,000 with about 45% of visitors from mainland China and 22% from other overseas locations whilst 33% of visitors were local.
- 2.2.46. Car parking facilities are limited to 1,000 spaces and guests incur a charge to use them, therefore guests are encouraged to arrive at the resort via an alternative sustainable method.
- 2.2.47. Detailed information on the Resort is limited and it has not been possible to find the necessary visitor statistics. It is acknowledged that the Resort shares a number of similar characteristics to the proposed The London Resort, with a well-connected rail station nearby and being situated near to the North Lantau Highway. Disneyland Hong Kong has identified that it is possible to get 40% of visitors using the train system. Due to the lack available information however, Disneyland Hong Kong has not been reviewed further.



## 2.3 STADIA / ARENA

2.3.1. During the review of these types of visitor attractors, it was evident that a number demonstrate characteristics that are not comparable to The London Resort. One site has been selected for further review in Section 3;

- Brighton and Hove Albion American Express Stadium,

2.3.2. Brighton stadium provides a valuable demonstration of a high percentage of visitors using sustainable modes of travel to access the venue. Positioned in close proximity to Falmer rail station, the stadium is accessible via a comprehensive network of rail services with regular and efficient services into Central London. It should be highlighted that the stadium is outside the City centre and is located on the edge. The other sites have been discounted and are discussed further below;

### EMIRATES STADIUM

2.3.3. The Emirates Stadium is a football stadium in Holloway, London, England, and the home of Arsenal Football Club. With a stadia capacity of approximately 60,000, the Emirates is the third-largest football stadium in England after Wembley and Old Trafford. Like most sports stadia the visitor group sizes tend to be smaller (typically 1.7-2.6) contributing to slightly higher car mode shares.

2.3.4. Being centrally located the Emirates Stadium benefits from having a large network of public transport available including underground and bus services. The walking and cycle connections also enable a high accessibility. There are also a number of locally based hotels, further enabling overnight or short stay packages to events and game days.

2.3.5. According to a Transport Assessment for the proposed expansion of the Etihad Stadium in Manchester (Mott MacDonald, 2013), Arsenal have worked with Transport for London and others to help supporters leave the car at home. Transport planning measures such as increased promotion of public transport mean the percentage of supporters arriving by car has fallen from 30% to 10% since moving to their new stadium. Arsenal's section 106 agreement stated they were required to achieve a target modal split of 88% of supporters travelling by a mode other than the private car. The modal split calculated from monitoring surveys carried out at matches in the 2006/2007 season is shown in Table 2-9.

**Table 2-9 - Emirates Stadium – Visitor Modal Split**

| MODE          | EMIRATES STADIUM (VISITORS) |
|---------------|-----------------------------|
| Car           | 12%                         |
| Tube          | 60%                         |
| National Rail | 12%                         |
| Bus           | 5%                          |
| Other         | 11%                         |
| Total         | 100%                        |

Source:

<http://democracy.islington.gov.uk/download/meetings/area/eastareacommittee/4thnov2008/Emirates%20Stadium%20Monitoring%20Programme%202007-08.pdf/get.aspx>



- 2.3.6. Monitoring of matches in the 2006/2007 season showed that the measures had enabled them to achieve an 88% non-car modal split, with average percentage for car use shown to be around 11.5%. 60% of supporters were shown to travel by tube, 12% use national rail services and 5% travel by bus.
- 2.3.7. The recorded travel mode share for the Emirates Stadium offers a good example how parking availability and parking restrictions can contribute to sustainable travel patterns. Whilst the data offers a helpful comparison, as many visitors to the stadium will be very familiar with the area, any direct comparison to The London Resort proposal should be considered with care.

## WEMBLEY STADIUM

- 2.3.8. Wembley Stadium is a Football Association (FA) stadium in Wembley Park, London, England. The stadium hosts major football matches such as the FA Cup Final, home matches of the England national football team and hosts occasional music concerts.
- 2.3.9. The capacity of the stadium is equivalent to 90,000 seats, and it is the second largest stadium in Europe and the largest stadium in the UK. It is served with excellent transport links with London Tube, over-ground trains and buses.
- 2.3.10. Wembley Stadium is shown to generate a PTAL score of between 2 and 3, resulting in the site experiencing “poor” to “moderate” accessibility to local transport. Like many other stadia the relatively low car mode share is achieved, in part, through parking restrictions and/or charges near the site.
- 2.3.11. During 2011, visitor travel surveys were carried out at three Wembley Stadium events: the Capital Summertime Ball, the England vs Sweden football match and the Saracens vs Ospreys rugby game.
- 2.3.12. The survey asks the visitor about each stage of their journey to Wembley Stadium and Table 2-10 shows how visitors arrived at Wembley Stadium for the three events according to data provided in Wembley National Stadium Limited’s “Going Green” report (Wembley National Stadium Limited 2011).

**Table 2-10 - Wembley Stadium – Visitor Modal Split**

| MODE                          | WEMBLEY STADIUM (VISITORS)          |                                   |                                     |         |
|-------------------------------|-------------------------------------|-----------------------------------|-------------------------------------|---------|
|                               | CAPITAL SUMMERTIME BALL (JUNE 2011) | ENGLAND VS SWEDEN (NOVEMBER 2011) | SARACENS VS OSPREYS (DECEMBER 2011) | AVERAGE |
| Train                         | 28%                                 | 21%                               | 22%                                 | 24%     |
| Bicycle                       | 0%                                  | 1%                                | 0%                                  | 0%      |
| Walk                          | 2%                                  | 4%                                | 5%                                  | 4%      |
| Taxi                          | 2%                                  | 1%                                | 0%                                  | 1%      |
| Coach                         | 0%                                  | 2%                                | 8%                                  | 3%      |
| Car (alone)                   | 0%                                  | 1%                                | 2%                                  | 1%      |
| Car (as a passenger)          | 14%                                 | 3%                                | 4%                                  | 7%      |
| Car (as a driver with others) | 25%                                 | 11%                               | 18%                                 | 18%     |
| Motorbike                     | 0%                                  | 1%                                | 0%                                  | 0%      |
| Bus                           | 2%                                  | 4%                                | 5%                                  | 4%      |

| MODE  | WEMBLEY STADIUM (VISITORS)          |                                   |                                     |         |
|-------|-------------------------------------|-----------------------------------|-------------------------------------|---------|
|       | CAPITAL SUMMERTIME BALL (JUNE 2011) | ENGLAND VS SWEDEN (NOVEMBER 2011) | SARACENS VS OSPREYS (DECEMBER 2011) | AVERAGE |
| Tube  | 27%                                 | 51%                               | 36%                                 | 38%     |
| Total | 100%                                | 100%                              | 100%                                | 100%    |

Source: “Going Green” report (Wembley National Stadium Limited 2011).

- 2.3.13. The varying surveys indicate that on average the highest percentage of visitors travelling to the venue by train (24%), with tube services (38%). Whilst the site is only classed as having a moderate accessibility level to public transport, the modal splits suggest that many visitors make use of this valuable transport resource to access to the site.
- 2.3.14. Although Wembley does not have season ticket holders, like the other stadia considered above, the travel mode share at Wembley is still affected by parking availability. Given the comparable public transport accessibility levels, Wembley helpful shows that car driver mode shares are typically around 19%.

## TWICKENHAM STADIUM

- 2.3.15. Twickenham Stadium is located in the London Borough of Richmond upon Thames. It is the largest stadium in the world devoted solely to the sport of rugby union. It is the second largest stadium in the UK after Wembley Stadium and the fifth largest stadium in Europe. The stadium is the home of the Rugby Football Union (RFU) and as such primarily a venue for rugby union and hosts England's home test matches.
- 2.3.16. The stadium is calculated to generate a PTAL value of “2” – equating to a “poor” accessibility to public transport. The site benefits from being located relatively near to some train stations, with Twickenham railway station being 1km from the site, this station offers services to London Waterloo, Reading and Windsor . However, the route from the station involves crossing the A316, relying on a series of pedestrian crossings. Other stations are available, however the St Margaret's and Whitton and considerably further away, being 2km and 1.4km from the site respectively.
- 2.3.17. In a Transport Supporting Statement (RPS, 2010) written on behalf of the RFU to support a temporary planning application to enable Twickenham Stadium to have a 60,000 capacity audience for a Heroes concert, results of Travel monitoring surveys undertaken at a U2 concert at Twickenham Stadium in June 2005 are detailed. Both of the concerts were attended by 55,000 spectators.
- 2.3.18. Table 2-11 below details the surveyed mode share of spectators at the concert. It provides the primary mode of travel for spectators and as such those who use the shuttle bus to reach the rail station would be counted as rail users. The car results will also therefore include a number of car passengers; however, this is not reported.

**Table 2-11 - Twickenham Stadium – Visitor Modal Split**

|                        | TWICKENHAM STADIUM (VISITORS) |            |         |                         |                  |                         |
|------------------------|-------------------------------|------------|---------|-------------------------|------------------|-------------------------|
|                        | Arrivals                      | Departures | Average | England vs Italy (2009) | Lady Gaga (2012) | England vs Wales (2014) |
| Car                    | 25%                           | 24%        | 25%     | 33%                     | 25.2%            | 27.2%                   |
| Car Drop-Off / Pick-Up | 9%                            | 10%        | 10%     |                         | 9.9%             | 7.8%                    |
| Shuttle Bus            | 1%                            | 1%         | 1%      | Included in bus         | 1.3%             | 1.5%                    |
| Underground            | 3%                            | 2%         | 2%      | 57%                     | N/A              | 2.1%                    |
| Mainline Train         | 46%                           | 46%        | 46%     |                         | 44.8%            | 41.8%                   |
| London Bus             | 6%                            | 6%         | 6%      | 5%                      | 5.7%             | 4.7%                    |
| Taxi                   | 4%                            | 4%         | 4%      | 1%                      | 8.5%             | 7.3%                    |
| Coach                  | 3%                            | 3%         | 3%      | Included in bus         | 1.7%             | 2.6%                    |
| Limousine              | 0%                            | 0%         | 0%      | 0%                      | 0%               | 0%                      |
| Cycle                  | 1%                            | 1%         | 1%      | 4%                      | 0.1%             | 0.3%                    |
| Walk                   | 2%                            | 5%         | 3%      | ^                       | 2.6%             | 4.3%                    |
| Motorcycle             | 0%                            | 0%         | 0%      | N/A                     | 0.1%             | 0.4%                    |
| Total                  | 100%                          | 100%       | 100%    | 100%                    | 100%             | 100%                    |

Source: Transport Supporting Statement (RPS, 2010)

- 2.3.19. The survey results indicate that the primary mode of travel to the venue was mainline train services even though the nearest stations are 1-2km from the site. This would suggest that users are willing to walk slightly longer distances to venues, including crossing busy road networks for the ease of travel by public transport. Car travel made up 25% of the visitor trips and reflects the urbanised location of the venue. Table 2-12 below shows the trips generated by mode for several historic events.

**Table 2-12 - Trip Generation for particular events at Twickenham**

| MODE           | ENGLAND VS WALES (2014) | RIHANNA (2013) | LADY GAGA (2012) | ENGLAND VS ITALY (2009) |
|----------------|-------------------------|----------------|------------------|-------------------------|
| Car (Parked)   | 22,304                  | 28,971         | 25,515           | 27,060                  |
| Car (Drop-off) | 6,396                   |                | 10,024           |                         |
| Taxi           | 5,986                   | 3,839          | 8,606            | 820                     |
| Motorcycle     | 328                     | NA             | 101              | NA                      |
| Train          | 34,276                  | 53,744         | 45,360           | 46,740                  |
| Underground    | 1,722                   |                | NA               |                         |
| London Bus     | 3,854                   | 8,637          | 5,771            | 4,100                   |
| Shuttle Bus    | 1,230                   |                | 1,316            |                         |
| Coach          | 2,132                   |                | 1,721            |                         |
| Walk           | 3,526                   | 960            | 2,633            | 3,280                   |
| Cycle          | 246                     |                | 101              |                         |
| Other          | 0                       |                | 101              |                         |
| Total          | 82,000                  | 95,971         | 101,250          | 82,000                  |

- 2.3.20. Table 2-13 below shows the results of a 2016 staff travel survey for a non-major event day.

**Table 2-13 - Staff Travel Survey**

| MODE                        | RESPONSES' | % RESPONSE'S |
|-----------------------------|------------|--------------|
| Car Driver (alone)          | 92         | 50%          |
| Car Driver (with passenger) | 8          | 4%           |
| Car Passenger               | 2          | 1%           |
| Motorcycle                  | 4          | 2%           |
| Bus                         | 6          | 3%           |
| Tube                        | 1          | 1%           |
| Rail                        | 36         | 20%          |
| Bike & Rail                 | 2          | 1%           |
| Bicycle                     | 6          | 3%           |
| Foot                        | 28         | 15%          |
| Total                       | 185        | 100%         |

- 2.3.21. Like Wembley, Twickenham, does not have season ticket holders the travel mode share is still affected by parking availability.

## LEEDS ARENA

- 2.3.22. In the 2009, Leeds City Council proposed an entertainment focussed multi-use Arena on a 5.1 acre site at Clay Pit Lane in Leeds. As part of the proposals a Transport Assessment (TA) and Travel Plan to support a planning application for the Leeds Arena were submitted.
- 2.3.23. The site benefits from being located near to the rail station, equal to a 10 to 15 minute walk from the site. The main city bus and coach station are also an approximate 15 minute walk from the site. The arena also has numerous local bus stops providing a frequent service.

### Leeds Arena Visitor Travel

- 2.3.24. The TA notes that the opening hours for events will sometimes vary depending on the type. Evening events are likely to start between 19:00 and 20:00 hours and finish between 22:00 and 23:00 hours. There will also be some matinee events, principally at weekends, starting between the hours of 13:00 and 14:00 and finishing between the hours of 16:00 and 17:00. As such the TA presented the following modal splits for two event days, as shown in Table 2-14.

**Table 2-14 - Leeds Arena – Visitor Modal Split**

| MODE OF TRANSPORT | EVENING EVENT | FAMILY MATINEE EVENT |
|-------------------|---------------|----------------------|
| Car               | 80%           | 86%                  |
| Bus               | 4%            | 3%                   |
| Coach             | 2%            | 0%                   |
| Rail              | 5%            | 4%                   |
| Taxi              | 6%            | 5%                   |

| MODE OF TRANSPORT | EVENING EVENT | FAMILY MATINEE EVENT |
|-------------------|---------------|----------------------|
| Walk / Cycle      | 3%            | 2%                   |

Source: Leeds Arena Transport Assessment, (2009)

- 2.3.25. The Travel Plan identifies indicative targets, which are anticipated to be achieved within the first year of Arena opening.
- 2.3.26. The targets outline that for Visitors Travelling by car (set as a maximum of 80%);
- Car Driver Mode Share: 29.6%
  - Car Passenger Mode Share: 50.4%
- 2.3.27. The car mode share is relatively high but reflects the fact that evening events finish late when travelling by modes other than the private car is more difficult. It should be noted, however, that the anticipated car occupancy was calculated to be 2.7 per vehicle.

### Leeds Arena Staff Travel

- 2.3.28. The Travel Plan included information on staff modal split, as shown in Table 2-15 below;

**Table 2-15 - Leeds Arena - Staff Modal Split**

| MODE OF TRANSPORT | EVENING EVENT |
|-------------------|---------------|
| Car               | 58%           |
| Bus               | 12%           |
| Rail              | 15%           |
| Taxi              | 6%            |
| Walk / Cycle      | 9%            |

Source: Leeds Arena Travel Plan, (2009)

- 2.3.29. Whilst there is still dominance of private vehicle use, the site benefits from strong public transport use. In calculating the car modal use, a car occupancy of 1.1 per vehicle was used for staff.

### BRISTOL STADIUM

- 2.3.30. In 2009, an application was made for the development of a new stadium for Bristol City Football Club and accompanying mixed use development.
- 2.3.31. Like other stadia, the football ground is not immediately adjacent to a railway station and involves pedestrians crossing primary roads. Whilst bus services do offer a connection between the station and stadium, the A38/A3029 gyratory, pedestrian routes to the stadia and parking availability appear to influence mode choice.
- 2.3.32. There is some car parking at the stadium and in the surrounding area but surrounding streets are subject to strict parking controls. Nearby land uses, such as the Bedminster Cricket Club, offer car parking subject to modest charges. Like other stadia, parking availability and controls is a material factor that influences mode choice but also where knowledge of available parking options supports higher levels of car travel considered further below.

- 2.3.33. Information contained within the Transport Assessment accompanying the application, visitor modal splits were surveyed on a number of occasions. This is shown in Table 2-16 below and suggests that typical group sizes are around 1.7 persons.

**Table 2-16 - Bristol City Football Club – Visitor Modal Split**

|                    | PREMIER LEAGUE<br>NATIONAL FAN<br>SURVEY (06/07) | FOOTBALL LEAGUE<br>NATIONAL FAN<br>SURVEY (2008) | BCFC SURVEY –<br>QUESTION 5<br>(MARCH 2008) | BCFC – TABLE 9.2 IN<br>TRANSPORT<br>ASSESSMENT<br>(ADAPTED FIGURES) |
|--------------------|--------------------------------------------------|--------------------------------------------------|---------------------------------------------|---------------------------------------------------------------------|
| Car (as driver)    | 48%                                              | 53%                                              | 57%                                         | 32%                                                                 |
| Car (as passenger) | 12%                                              | 17%                                              | 18%                                         | 51.9%                                                               |
| Car (dropped off)  | -                                                | -                                                | 5%                                          | 2.7%                                                                |
| Train              | 15%                                              | 9%                                               | 4%                                          | 3%                                                                  |
| Bus / Coach        | 17%                                              | 10%                                              | 5%                                          | 4.9%                                                                |
| Walk               | 6%                                               | 9%                                               | 9%                                          | 4.8%                                                                |
| Park and Ride      | 1%                                               | 1%                                               | -                                           | -                                                                   |
| Minibus / Van      | 1%                                               | -                                                | -                                           | -                                                                   |
| Taxi               | -                                                | -                                                | 1%                                          | 0.4%                                                                |
| Cycle              | -                                                | -                                                | -                                           | 0.2%                                                                |
| Motorcycle         | -                                                | -                                                | -                                           | 0.1%                                                                |
| Other              | -                                                | 1                                                | -                                           | -                                                                   |

Source: Planning Ref, 09/02242/P (Bristol City Council)

- 2.3.34. Ignoring the TA figures as these are considered questionable, the latest BCFC survey (March 2008) shows that the majority of visitors travel to the site by Car and as a Car Passenger (57% and 18%, respectively). Like other stadia any comparisons with The London Resort should be considered with care but if some consideration is given to typical visitor group size in the order of 1.7 it might be reasonable to draw some comparison based on a typical The London Resort group size around 3.2 to suggest that a car driver mode share of around 27-28% would be realistic.

## O2 ARENA

- 2.3.35. The O2 Arena (formally the Millennium Dome) is located at the northern end of Greenwich Peninsula at the northern end of the borough and is currently the main feature of the Peninsula which is undergoing significant regeneration as part of the phased outline masterplan originally approved in 2004.
- 2.3.36. The O2 site incorporates The O2 Arena, an entertainment district including a cinema, an Exhibition Centre, music clubs, bars and restaurants. The O2 Arena has a capacity of 20,000 and is a purpose built arena which hosts music concerts, sporting events, conferences and family shows.
- 2.3.37. The A102 Blackwall Tunnel Approach is located to the north of the site and forms part of the Transport for London Road Network (TTHE LONDON RESORTN), providing linkages to the M25, M11 and cross river connection via the Blackwall Tunnel. North Greenwich transport interchange, which provides access to eight different bus routes and Jubilee Line train services, is approximately

200 metres away from the site. As a result, the site benefits from a “very good” public transport accessibility level (PTAL) score of 5.

- 2.3.38. Car parking is restricted in the surrounding area but around 2,000 spaces are available. Visitors are encouraged to pre-book spaces, typically costing £21/car, or subject to availability, £30 on the day of travel.

#### The O2 Arena Visitor Travel

- 2.3.39. AEG prepared the Travel Plan (TP) document for the redevelopment of The O2, and the TP forms part of the overall strategy for the Greenwich Peninsula in East London and sits beneath a strategic Framework Travel Plan developed for the whole site.
- 2.3.40. TfL prepared a Large Entertainment Complex case study of the O2, which it stated, provided an example of a good practice travel plan for a large entertainment/leisure complex. The report outlines that in most areas, the TP has exceeded its targets of promotion of public transport.
- 2.3.41. As part of the TP process an extensive monitoring approach has been outlined and partially completed, with commitments to monitor five events per year from 2010. Data from the case study, covering the periods of 2007 to 2009 highlight how the arena surpassed some of the targets assumed for visitor travel. Table 2-17 below provides the modal share for visitors, including the targets, under a typical event and under a tube closure.

**Table 2-17 - The O2 – Visitor Modal Split**

| MODE       | TRAVEL PLAN TARGET | TYPICAL EVENT | TUBE CLOSURE |
|------------|--------------------|---------------|--------------|
| Car        | 22%                | 15 – 25%      | 40-55%       |
| Motorcycle | 1%                 | <1%           | <1%          |
| Taxi       | 2%                 | 1-2%          | 2-4%         |
| Bus        | 9%                 | 8-12%         | 15-20%       |
| Tube       | 52%                | 55-65%        | n/a          |
| Coach      | 9%                 | <1%           | <1%          |
| Cycle      | 1%                 | <1%           | <1%          |
| Walk       | 1%                 | <1%           | <1%          |
| River      | 3%                 | 3-6%          | 20-30%       |
| Total      | 100%               | 100%          |              |

Source: <https://www.tfl.gov.uk/cdn/static/cms/documents/cs-the-o2.pdf>

- 2.3.42. The results indicate that expected car travel is within the range expected by the travel plan targets. Under tube closure conditions, this rises considerably, further highlighting the importance of public transport availability in providing alternative to private vehicle use.
- 2.3.43. The proximity of the site to the Thames and the availability of river transport is highlighted within the results, where under typical events up to 6% is expected. This mode is extensively used under tube closure conditions, highlighting that many visitors will transfer to an available public transport mode if it provides a similar level of service.



## The O2 Arena Staff Travel

- 2.3.44. As part of the monitoring plans, the way staff travel to the site is also recorded. Table 2-18 below provides the TP targets alongside the findings of the 2007-2009 study.

**Table 2-18 - The O2 Arena - Staff Modal Split**

| MODE       | TRAVEL PLAN TARGET (STAFF) | STAFF TRAVEL |
|------------|----------------------------|--------------|
| Car        | 7%                         | 5%           |
| Motorcycle | 1%                         | <1%          |
| Taxi       | 1%                         | 1%           |
| Bus        | 52%                        | 33%          |
| Tube       | 30%                        | 59%          |
| Coach      | n/a                        | n/a          |
| Cycle      | 5%                         | <1%          |
| Walk       | 3%                         | 2%           |
| River      | 1%                         | <1%          |
| Total      | 100%                       | 100%         |

Source: <https://www.tfl.gov.uk/cdn/static/cms/documents/cs-the-o2.pdf>

- 2.3.45. The results of the monitoring period highlight that the O2 Arena benefits from having over 90% of staff travel via public transport. This confirms the importance of having an available transport network to allow staff movements.

## SHOPPING CENTRES

- 2.3.46. Three sites have been selected for further review;
- Bluewater Shopping Centre,
  - Lakeside Shopping Centre; and
  - Westfield.
- 2.3.47. These are considered in detail in Section 3 of this Appendix.

## AIRPORTS / OTHER

### National Space Centre

- 2.3.48. The National Space Centre is one of the United Kingdom's leading visitor attractions that is devoted to space science and astronomy. This site is located north of the centre of Leicester, off the A6, which heads north through the Leicester suburb of Birstall and south towards the centre of the city. Other local routes head towards all parts of the city.
- 2.3.49. The available data suggests that the majority of visitors travel to the site by car. The site is approximately 3.2km from the city centre, and benefits from a regular bus service to and from the centre to the site, which is reflected in the higher bus modal share.

- 2.3.50. Like Bristol City and Alton Towers, the National Space Centre suffers from a lack of accessibility to railway station, resulting in higher car percentages. The space centre has a short opening time compared to The London Resort proposals. The lack of transport options available, combined with the style of attraction on offer results in the space centre not being directly comparable to The London Resort.
- 2.3.51. The National Space Centre is one of the United Kingdom's leading visitor attractions that is devoted to space science and astronomy. This site is located north of the centre of Leicester, off the A6, which heads north through the Leicester suburb of Birstall and south towards the centre of the city. Other local routes head towards all parts of the city.
- 2.3.52. The space centre is recorded on average to experience 250,000 visitors per year. The TRICS database (version 7) provides modal split data from 2002, which is shown in Table 2-19.

**Table 2-19 - National Space Centre – Visitor Modal Split**

|            | NATIONAL SPACE CENTRE (VISITORS) |
|------------|----------------------------------|
| Car        | 85%                              |
| Bus        | 13%                              |
| Taxi       | 1%                               |
| Motorcycle | 1%                               |

Source: TRICS site LE-10-A-02

- 2.3.53. The TRICS outputs suggest that the majority of visitors travel to the site by car, however this does not allow a disaggregation of car passenger numbers and occupancy. The site is approximately 3.2km from the city centre, and benefits from a regular bus service to and from the centre to the site, which is reflected in the higher bus modal share.

## LONDON OLYMPICS

- 2.3.54. The London Olympics provided a great example how the UK and London can plan for and deliver successful transport plans for significant visitor numbers. Accommodating nearly a million visitors per day, the games were an example of how ticketing arrangements can be put in place to ensure that the vast majority of visitors travel by rail. Chapter 7 of the London 2012 Transport Plan provided a forecast on the expected movements for the visitors at four main Olympic areas and this was reviewed to understand potential patterns.
- 2.3.55. The Olympics occur every four years, there are no comparable international attractions and thus visitors do tend to travel from around the world resulting in higher proportions of visitors travelling by air. The unique nature of the Olympics combined with the Olympic Committees management and promotion of rail and underground travel allowed for an unprecedented uptake of public transport to and from the multiple venues. The data available is useful to understand overseas visitors travel patterns, however, is not considered comparable to The London Resort site, which is unlikely to attract a similar level of movements. The majority of Olympic venues were based in London and as previously discussed the availability of options resulted in a largely car free travel pattern.
- 2.3.56. Table 2-20 highlights how through ticketing arrangements can be put in place to ensure that the vast majority of visitors travel by rail.

**Table 2-20 - London – Olympics 2012 – Typical Mode Share Assumptions**

| MODE                                          | OLYMPIC PARK | RIVER ZONE | CENTRAL ZONE | EXCeL |
|-----------------------------------------------|--------------|------------|--------------|-------|
| Rail, London Underground & DTHE LONDON RESORT | 78%          | 80%        | 82%          | 85%   |
| Park & Ride                                   | 7%           | 0%         | 0%           | 4%    |
| Coach                                         | 7%           | 5%         | 5%           | 4%    |
| Walk                                          | 2%           | 2%         | 3%           | 2%    |
| Cycle                                         | 2%           | 2%         | 2%           | 2%    |
| Local bus                                     | 2%           | 5%         | 5%           | 2%    |
| Taxi                                          | 1%           | 1%         | 2%           | 1%    |
| River Services                                | 1%           | 5%         | 1%           | 0%    |

Source: London 2012 Transport Plan – Chapter 7

- 2.3.57. The distribution of visitors also recognised that many visitors would stay in nearby accommodation and travel to Olympic venues on the day of travel. Table 2-21 provides a distribution forecast for the home location of visitors and the day of event distribution.

**Table 2-21 – Olympic Visitor Distribution**

| ORIGIN                 | UK SPECTATORS ATTENDING LONDON VENUES (%)<br>– HOME LOCATION | SPECTATORS ATTENDING LONDON VENUES (%)<br>– DAY OF EVENT |
|------------------------|--------------------------------------------------------------|----------------------------------------------------------|
| London                 | 40%                                                          | 43%                                                      |
| Southeast              | 18%                                                          | 28%                                                      |
| Southwest              | 6%                                                           | 3%                                                       |
| East of England        | 11%                                                          | 13%                                                      |
| East Midlands          | 5%                                                           | 3%                                                       |
| West Midlands          | 6%                                                           | 3%                                                       |
| Northwest              | 5%                                                           | 3%                                                       |
| Yorkshire & The Humber | 3%                                                           | 2%                                                       |
| North East             | 1%                                                           | <1%                                                      |
| Wales                  | 2%                                                           | <1%                                                      |
| Scotland               | 2%                                                           | <1%                                                      |
| Northern Ireland       | 1%                                                           | <1%                                                      |

Source: London 2012 Transport Plan – Chapter 7

- 2.3.58. As the Olympics occur every four years, there are no comparable international attractions and thus visitors do tend to travel from around the world resulting in higher proportions of visitors travelling by air. As there are comparable theme resorts in other locations it is much more likely that a modest proportion of overseas visitors will travel by air.

**Table 2-22 - London Olympics Oversea Visitors (Forecast)**

| MODE             | OVERSEAS VISITORS<br>(MAIN MODE OF TRAVEL TO UK) |
|------------------|--------------------------------------------------|
| Eurostar         | 10%                                              |
| Other sea        | 8%                                               |
| Eurotunnel (car) | 4%                                               |
| Dover (Ferry)    | 13%                                              |
| Air              | 65%                                              |
| Total            | 100%                                             |

Source: London 2012 Transport Plan – Figure 5.1 Main mode of travel to the UK, June 2011

- 2.3.59. As shown above, overseas visitors are expected to utilise air travel as the main mode of travel, however the results highlight the travel options available, including Eurostar, Eurotunnel and Ferry / Sea services.

## HEATHROW AIRPORT

- 2.3.60. Heathrow is a key airport in the UK, and is stated to have approximately 76,000 people working at the airport and thousands of firms based in and around Heathrow. The airport serves approximately 45 - 70 million passengers a year, accessing Heathrow via the surface access network, with over 50% travelling to or from London.
- 2.3.61. Heathrow Airport is 15 miles west of central London and accessible from the M4 and M25 motorways. The airport is considered a hub airport, with multiple transport links to and from the terminals including national rail services, underground, local bus, national coach services, cycle parking as well as private and rental car access and parking opportunities.
- 2.3.62. Heathrow controls around 38,000 on-airport car parking spaces. This includes 21,500 spaces for passengers, 15,500 for staff and about 800 are for construction use. The total count includes long-stay car parks around the airport perimeter as well as multi-storey car parks near the terminals.
- 2.3.63. Heathrow Express provides a direct service to central London, with trains running every 15 minutes to Paddington. Heathrow Connect provides a stopping service that serves staff and passenger catchments in west London. The Piccadilly Line directly connects Heathrow to the London Underground network, with a train leaving Heathrow Central every five minutes.
- 2.3.64. Heathrow looks to capitalise on projects such as Crossrail and Western Rail Access, which will provide easier and faster access to Heathrow from across London and the West.
- 2.3.65. Heathrow Airport has produced a Sustainable Transport Plan (2014-2019) which underlines the commitment to promote public transport for staff and passengers. This includes the use of the Heathrow Area Transport Forum, which aims to reduce the proportion of people driving to work at Heathrow, as well as increasing the number of passengers travelling by public transport.

## Heathrow Visitor / Passenger Travel

- 2.3.66. In the Sustainable Transport Plan, the following is outlined, saying that in 2012, the passenger public transport mode share was 40.6%, with around 10% by rail, 18% by London Underground and

13% by bus and coach. This equated to more than 18 million public-transport journeys a year. Table 2-23 provides a tabular output of the visitor modal share.

**Table 2-23 - Heathrow – Visitor / Passenger Modal Split**

| MODE            | HEATHROW (VISITORS / PASSENGERS) |
|-----------------|----------------------------------|
| Private Vehicle | 59%*                             |
| Rail            | 10%                              |
| Underground     | 18%                              |
| Bus / Coach     | 13%                              |
| Total           | 100%                             |

\*Private vehicle assumed, only public transport mode shares reported

Source: [http://www.heathrowairport.com/static/HeathrowAboutUs/Downloads/PDF/Sustainability/Heathrow\\_STP\\_inter.pdf](http://www.heathrowairport.com/static/HeathrowAboutUs/Downloads/PDF/Sustainability/Heathrow_STP_inter.pdf)

- 2.3.67. Like stadia and retail destinations the group size of holiday travellers does influence the overall mode share. Due to the data available, it is not possible to disaggregate the mode share of non-public transport users, so an assumption has been applied that the rest of visitors arrive by private vehicle. Heathrow benefits from a combined 41% public transport mode share, highlighting the sustainable travel opportunities available.

#### **Heathrow Staff Travel**

- 2.3.68. Heathrow adopts a Commuter team which helps anyone who works at Heathrow with discount travel products, travel advice and information.
- 2.3.69. Over 76,000 people work at Heathrow, and every five years, a full employment survey is carried out which includes a section on travel to work. The latest survey was completed in 2013. The survey confirmed that most airport staff live in the local area, with Hounslow and Hillingdon providing the greatest number of airport employees.
- 2.3.70. Airport operations require many staff to work shift patterns. As a result, staff report for work earlier (and later) than they would for a typical employment site. Since many public transport services do not run, or are infrequent, early in the morning and late at night, this presents additional challenges. Other staff members, such as cabin crew, have irregular travel patterns. They travel to the airport infrequently and carry baggage which makes the use of public transport more difficult.
- 2.3.71. The results of the 2008 and 2013 staff surveys, and the corresponding modal share, is outlined below in Table 2-24.

**Table 2-24 - Heathrow - Staff Modal Split**

| MODE               | HEATHROW TRAVEL TO WORK DATA (2008) | HEATHROW TRAVEL TO WORK DATA (2013) |
|--------------------|-------------------------------------|-------------------------------------|
| Car Driver (Alone) | 61.4%                               | 50.9%                               |
| Car Sharer         | 6.7%                                | 2.7%                                |
| Public Bus / Coach | 15.7%                               | 25.0%                               |
| Underground        | 6.0%                                | 9.4%                                |
| Air                | 4.2%                                | 5.4%                                |

| MODE                      | HEATHROW TRAVEL TO WORK DATA (2008) | HEATHROW TRAVEL TO WORK DATA (2013) |
|---------------------------|-------------------------------------|-------------------------------------|
| Work Bus                  | 2.2%                                | 0.9%                                |
| Motorcycle                | 1.3%                                | 1.1%                                |
| Pedal Cycle               | 0.9%                                | 0.8%                                |
| Rail                      | 1.1%                                | 1.8%                                |
| Walked from Home          | 0.3%                                | 0.6%                                |
| Hotel Bus / Hoppa / Other | 0.2%                                | 1.4%                                |
| Total                     | 100%                                | 100%                                |

Source:

[http://www.heathrowairport.com/static/HeathrowAboutUs/Downloads/PDF/Sustainability/Heathrow\\_STP\\_inter.pdf](http://www.heathrowairport.com/static/HeathrowAboutUs/Downloads/PDF/Sustainability/Heathrow_STP_inter.pdf)

- 2.3.72. The most recent survey data suggest that just over 50% of staff travel to Heathrow by car alone. The strength of having available public transport for staff use is highlighted in the high mode shares for Bus (25%). When combined with underground and rail travel, public transport trips equate for approximately 36% of staff travel.
- 2.3.73. Whilst Heathrow Airport is highly accessible from the Strategic Road Network (M25 and M4) parking availability and surrounding restrictions contribute to sustainable travel patterns. Like other land uses any comparisons with The London Resort should be considered with care but the data provides very helpful staff travel information reflecting a range of skilled and unskilled profession broadly comparable with The London Resort.

## LONDON STANSTED AIRPORT, UK

- 2.3.74. Stansted is the third largest airport in London and currently handles around 18 million passengers per annum (mppa). The airport provides London and the East of England with international connectivity, predominantly to short haul European and North African markets. Stansted is located approximately 48 km northeast of Central London and 1.5 km from the Hertfordshire border.
- 2.3.75. Stansted is an important point of entry for non-UK residents arriving by air. Overall, two-thirds of Stansted passengers are foreign nationals travelling either on business, visiting friends and family or on holiday.
- 2.3.76. Stansted is the largest single-site employer in the East of England employing over 10,000 people across 190 on-airport companies. The airport provides a wide range of employment opportunities and supports economic activity within the region and further afield throughout the UK.

### Stansted Visitor / Passenger Travel

Stansted airport produce a yearly Sustainable development Surface Access Plan detailing the visitor travel patterns to the site. The most recent plan (2015) provides data on the visitors from 2012 and 2013 and their main mode of travel to the site. This data is replicated in Table 2-25 below.

**Table 2-25 - Stansted – Visitor / Passenger Modal Split**

| MODE                          | 2012 % | 2013 % | 2014 % |
|-------------------------------|--------|--------|--------|
| Bus/Coach                     | 26.5   | 29.5   | 26.1   |
| Rail                          | 24.1   | 22.0   | 24.0   |
| Kiss and Fly                  | 31.5   | 32.6   | 31.0   |
| Private Car (Airport parking) | 14.2   | 12.6   | 15.1   |
| Rental Car                    | 2.8    | 2.4    | 2.1    |
| No response                   | 0.5    | 0.6    | 1.4    |
| Other                         | 0.3    | 0.3    | 0.3    |
| Total Public transport        | 50.7   | 51.5   | 50.0   |

Source: CAA survey 2013 (figures rounded) -

<http://www.stanstedairport.com/media/1220647/sustainable-development-plan-surface-access-online-lr-20.08.14.pdf> & <http://mag-umbraco-media-live.s3.amazonaws.com/1028/surface-access-sdp.pdf>

- 2.3.77. Despite excellent accessibility to the M11, the data above reveals the modal shares have remained relatively consistent across the two years.
- 2.3.78. In 2014, the number of people travelling to the site by private car was 15.1%, however as noted in the Sustainable Development Plan, the number of people who get dropped off as a passenger, referred to as “kiss and fly”, is 31%. The airport has a focus of reducing car based and “kiss and fly” trips, through the promotion of public transport to the site, which has resulted in a 50% modal share.

### Stansted Staff Travel

- 2.3.79. Although not as detailed as the passenger survey, a similar performance of public transport trips can be observed in the way that airport employees travel to work. The latest survey (2013) shows the following, with Table 2-26 showing the modal shares recorded from 2002 to 2013:
- 10,200 employees on-site in 190 companies;
  - 54.3% of all employees live in Essex;
  - 22.4% of all employees live in Bishop's Stortford;
  - 54.6% of airport employees work in the Terminal area; and
  - 34.3% of employees working in the Terminal use Public Transport.

**Table 2-26 - Stansted - Staff Modal Split**

| MODE             | 2002/3 | 2005  | 2007  | 2009  | 2011  | 2013  |
|------------------|--------|-------|-------|-------|-------|-------|
| Car Driver       | 87.6%  | 78.6% | 73.1% | 71.7% | 69.9% | 68.8% |
| Car Passenger    | 4.1%   | 5.5%  | 6.3%  | 6.4%  | 7.1%  | 5.7%  |
| Public Transport | 7.0%   | 12.6% | 16.4% | 18.3% | 19.8% | 22.8% |
| Other            | 1.3%   | 3.2%  | 4.2%  | 3.6%  | 3.2%  | 2.7%  |



Source: CAA survey 2013 (figures rounded) -

<http://www.stanstedairport.com/media/1220647/sustainable-development-plan-surface-access-online-lr-20.08.14.pdf>

- 2.3.80. As shown in the results, public transport use has increased from 7% to 23% throughout the last 10 years (3% increase in the last two years). Car Driver and Passenger equate for 74.5% of the modal share, which could be explained in part by the irregular shift patterns observed within airports.
- 2.3.81. Whilst Stanstead Airport is highly accessible from the Strategic Road Network (M11) parking availability and surrounding restrictions contribute to particular travel patterns (kiss and fly) that would be much less likely at The London Resort site. Like other land uses any comparisons with The London Resort should be considered with care but what it does reveal is that proximity to a high speed rail terminus adjacent the airport, even without an integrated ticket arrangement for visitors, contributes to a 22-24% rail mode share.

## 2.4 FINAL SITE SELECTION SUMMARY

- 2.4.1. The review process has attempted to look at a series of attractions and large visitor destinations to understand the likely mode share and travel patterns that could be expected. The sites reviewed include existing entertainment parks / resorts, stadia, shopping centres and airports. It is acknowledged that this list is not exhaustive and there are numerous other large-scale attractors which could also be included, however as demonstrated above, not all sites are shown to be comparable to the proposals.
- 2.4.2. The final sites selected for further review are therefore as follows;
- Warner Brothers Studio Tour,
  - Thorpe Park,
  - Europa Park,
  - Disneyland Paris,
  - Brighton and Hove Albion American Express Stadium,
  - Bluewater Shopping Centre,
  - Lakeside Shopping Centre,
  - Westfield Shopping Centre (London mode share only) and
  - Birmingham National Exhibition Centre
- 2.4.3. As expected, the review indicates that the primary focus will be on existing resorts both in the UK and in Europe. The other selections all demonstrate similar characteristics and provide a good basis to begin analysis.
- 2.4.4. To provide a greater understanding of the comparison between the final sites selected and The London Resort proposals a simple characteristics chart has been constructed. This will allow a quick review of the provision at The London Resort against other locations to understand where the development proposals differ or are similar. Table 2-27 provides a comparison of location, proximity to other attractions as well as travel options for both the development and the final sites selected.

Table 2-27: Final Site Selection Summary Table

|                     |                                                                               | THE LONDON RESORT                                                                                                                           | EXISTING RESORTS                                                                                    |                                                                            |                                                                                             |                                                                                           | STADIA                                                                                                             | SHOPPING CENTRES                                                                                            |                                                                                                           |                                                                                    | OTHER                                                             |
|---------------------|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| Key CHARACTERISTICS |                                                                               | Development Proposals                                                                                                                       | Warner Brothers Studio Tour                                                                         | Thorpe Park                                                                | Europa, Germany                                                                             | Disneyland, Paris                                                                         | Brighton & Hove Stadium                                                                                            | Bluewater                                                                                                   | Westfield (London only)                                                                                   | Lakeside                                                                           | NEC Birmingham                                                    |
| Geography           | Proximity to a city / town                                                    | East of Dartford, west of Gravesend and north of Swanscombe, but has a close proximity to London                                            | Approximately 3miles from Watford                                                                   | North of Chertsey, although this doesn't have a large population           | Largely out on its own. However, benefits from being close to 3 country borders.            | Relatively close to central Paris (<20miles)                                              | Situated north east of Brighton (approximately 3miles from the centre)                                             | East of Dartford, but has proximity to London                                                               | Stratford, approximately 3 miles from central London                                                      | Located in Grays, but has proximity to London                                      | Approximately 8miles from Birmingham                              |
|                     | Other attractions nearby                                                      | Lakeside and Bluewater shopping centres are established destinations nearby                                                                 | No major attraction nearby, other than general central London sites                                 | Relatively close to Legoland Windsor (7.5 miles) and Chessington (9 miles) | Funny-World is 2miles away, however is aimed at a younger age group                         | Other Disney based attractions hotel in the immediate vicinity, nothing else major nearby | No major attractions nearby other than Brighton / coastline itself                                                 | Lakeside located north of River Thames                                                                      | The London Stadium and Queen Elizabeth Park                                                               | Bluewater south of River Thames                                                    | No major attractions nearby, other than Birmingham itself         |
| Transport           | Near to road connections (either direct connection to SRN or within locality) | Located off A2, which provides a direct connection to the M25, with the M20 nearby                                                          | A41, M25, M1 are all near to the site                                                               | Close to M25 and M3                                                        | Close to major motorway 5,                                                                  | Accessed off the D344, which connects to the E50 / A4                                     | Situated adjacent to the A27                                                                                       | Located off A2, near to M25                                                                                 | Located off A12                                                                                           | Located off A13, near to M25                                                       | Located off of Junction 6 of M42                                  |
|                     | Sustainable travel - Proximity to rail travel / stations                      | Ebbsfleet provides HS1 rail services.<br><br>Local rail services can be accessed via numerous stations (Greenhithe, Swanscombe, Northfleet) | Watford has both national rail and underground services, however these are beyond walking distances | Chertsey is the nearest station – approximately 1.6miles away              | Ringsheim Station is approximately 2.5 miles away                                           | Gare de Marne la Vallée Chessy railway station adjacent to site.                          | Falmer Railway station immediately adjacent to the site                                                            | Greenhithe is located approximately 1mile to the north                                                      | Stratford/Stratford International station providing national and underground services                     | Chafford Hundred station located immediately east of centre                        | Birmingham International located immediately next to NEC          |
|                     | Sustainable travel - Bus, BRT, Public transport opportunities                 | A large number of local bus services (16+) are available nearby at Bluewater, and the site is close to the Fastrack route                   | A number of local services (four) stop nearby to the Resort                                         | Three local services stop near to entrance                                 | A number of local services (three) for the park and the local area, Rust                    | Bus stops next to the railway station although this is only for one service               | Multiple services(6+) nearby both to the station and the university campuses                                       | Has a large bus station at the centre, catering for a large number of bus services (16+) including Fastrack | Has a large Bus Station (+7) at the centre and an additional bus stop the other side of the station (+11) | Has a bus station at the centre, catering for a large number of bus services (12+) | Birmingham International has numerous bus stops and services (6+) |
|                     | Sustainable travel - Other mass transit options, e.g. water                   | Located near to the River Thames. The Resort is likely to use jetties and water taxis to allow visitors to get to the site.                 | None identified                                                                                     | Relatively close to the River Thames, however no services to the Resort    | Whilst close to the River Rhine, it is not assumed that this is used for travel to the park | None identified                                                                           | None identified                                                                                                    | Located near to the River Thames, although no services in operation                                         | None identified                                                                                           | Located near to the River Thames, although no services in operation                | None identified                                                   |
|                     | Near / connections to Air travel                                              | London City Airport is nearest, approximately 10miles to the west however the Resort is relatively near to all the major hub airports       | Relatively equidistant to Heathrow, Luton and London City                                           | Close to Heathrow                                                          | Relatively close to Strasbourg Airport                                                      | Charles de Gaulle is located to the north east of Paris                                   | Brighton City Airport is to the west, however is for small use only. Gatwick is approximately 20miles to the north | London City Airport is nearest, approximately 10miles to the west                                           | London City is nearest, approximately 4 miles to the south                                                | London City Airport is nearest, approximately 10miles to the west                  | Birmingham Airport is immediately west of the site                |
|                     | Near / connections to Ports, Sea travel                                       | Tilbury Docks plus London Cruise Terminal are relatively close to the site, allowing cruise passengers access to the area                   | None identified                                                                                     | None identified                                                            | None identified                                                                             | None identified                                                                           | Brighton Marina and Shoreham Port are located relatively nearby to the city centre                                 | Tilbury Docks plus London Cruise Terminal are relatively close (4miles)                                     | None identified                                                                                           | Tilbury Docks plus London Cruise Terminal are relatively close (4.5miles)          | None identified                                                   |

### 3 DETAILED REVIEW OF SELECTED SITED - UK VISITORS

#### 3.1 FURTHER REVIEW

3.1.1. A number of attractions were identified in the previous chapter for further detailed review. For consistency, these have been grouped into the same classifications as previously discussed. Each site / attraction presents the information that has been sourced on visitor mode of travel. Where updated data sets are available these have also been provided, however it should be noted that whilst these are correct at the time of writing updates may have occurred during the DCO application stage.

#### 3.2 INDIVIDUAL SITES / RESORTS

### WARNER BROTHERS STUDIO TOUR

WATFORD

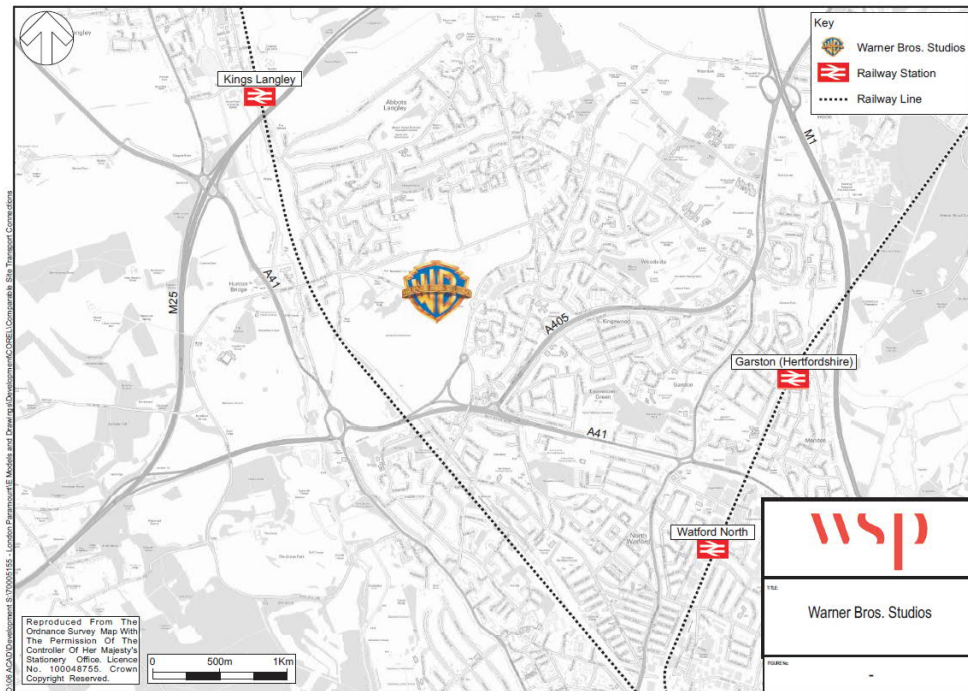


PHOTO COPYRIGHT WARNER BROS.

|                 |                                     |
|-----------------|-------------------------------------|
| LOCATION        | WATFORD, LONDON, UK                 |
| OWNER           | WARNER                              |
| ATTRACTION TYPE | STUDIO TOUR                         |
| VISITORS        | 9,000 a day (peak)<br>1.5M per year |
| STATUS          | OPERATIONAL                         |

3.2.1. Warner Brothers Studios, Leavesden is a 200-acre studio complex in Watford, London. It is a major film and media complex owned by Warner Bros. and is situated in south-west Hertfordshire approximately 18 miles (29 km) northwest of central London. Figure 3-1 below provides a high level location plan of the site.

**Figure 3-1: Warner Brothers Studio Tour Location**



- 3.2.2. The Studios opened for business on 11 June 2012 and is one of the largest production facilities in Europe, helping to further position the UK as a centre of filmmaking excellence.
- 3.2.3. The studios opening times fluctuate throughout the year but are generally between 09:00 and 22:00 providing tours every 12 minutes up till 19:00. As such, the studio tour is not generally a full day attraction, with the 2012 TA indicating that the majority of visitors stay is below 6hrs (no less than 92.5%). The existing site currently has a capacity of 6,383 visitors, although the studio applied for this number to be increased to 9,000 on peak days (Saturdays, School holidays and 20 agreed floating days).
- 3.2.4. The Warner Bros Hybrid application outlined their proposal for a site expansion including new sound stages, workshops, a post production facility, production support building, Studio parking deck, Studio café extension, Studio support facilities and associated works. The proposed Studio Tour and associated car park extension, alongside potential for a hospitality event with capacity of 2,000, is expected to increase the maximum daily visitors to 9,000.
- 3.2.5. Although the TA outlines that the maximum number of visitors was to increase by 41%, the opening hours and tour intervals will be unchanged. The low duration of stay, low visitor capacity and tours being spread across the day means that the visitor profile is also spread across the day, enabling public transport to accommodate the arrival/departure patterns of guests.
- 3.2.6. The 2009 TA provided an assessment of available data of visitor attractions, and looked at car modal share alongside other mode shares and car occupancy. As reported in the original TA (2009) and TA for the extension of the J Stage (SKM Colin Buchanan, 2013) the Studio Tour assumed a car mode share for visitors of 75% with an occupancy of 3 people per car.
- 3.2.7. The location figure indicates the close proximity of the Warner Bros. Studio Tour to the M25, M1 and majoring connecting roads such as the A41 and A405. The national railway stations and underground are situated approximately 4km and 5.5km away from the site respectively. The



supporting planning documents (2009) state that these are not within a realistic walking distance to a station, however numerous bus services provide access to and from Watford railway station and also Watford underground station which provides access on to the metropolitan line.

- 3.2.8. The site location is just outside the London based interactive area to calculate PTAL, therefore a manual calculation has been undertaken. Taking into account the services provided by Watford national and underground rail stations, and Kings Langley (although these are outside the typical walk distances) and including the shuttle buses and local bus services (although these are considered to be outside typical walk distances) the site is calculated to return a PTAL score of 1b – 2, resulting in a “very poor” or “poor” transport accessibility level.
- 3.2.9. The 2012 TA indicated that a visitor survey was undertaken by the studios which showed that the car mode share for visitors was 66% for the first seven months of the year, less than the anticipated 75% (for clarification shown in Table 3-1 below). This is a result of the popularity of the shuttle bus to and from Watford Junction Station and a significant number of coach visits to the site (SKM Colin Buchanan, 2013).

**Table 3-1: The Warner Bros. Studio Tour – Visitor Modal Split (2012 Visitor Survey)**

| MODE        | THE WARNER BROS. STUDIO TOUR LONDON (VISITORS) |
|-------------|------------------------------------------------|
| Car         | 66%                                            |
| Other modes | 33%                                            |

Source: Warner Bros Studio Tour, Visitor Study, 2012 – SKM Colin Buchanan

- 3.2.10. Since the production of the 2012 TA, Warner Bros have commissioned Odyssey Markides to undertake a new TA for the increase in visitor numbers (August 2014). The new TA includes annual monitoring data for the 2013/14 financial year which identified the visitors by mode of transport. This is shown within Table 6-2 below.

**Table 3-2: The Warner Bros. Studio Tour – Annual Visitors by Mode 2013 / 2014**

| MODE  | NUMBER OF VISITORS | PERCENTAGE |
|-------|--------------------|------------|
| Bus   | 386,671            | 25%        |
| Coach | 351,309            | 22%        |
| Car   | 785,149            | 50%        |
| Taxi  | 47,107             | 3%         |
| Total | 1,570,236          | 100%       |

Source: Odyssey Markides Transport Assessment August 2014 Planning Application Number: 14/1752/FUL

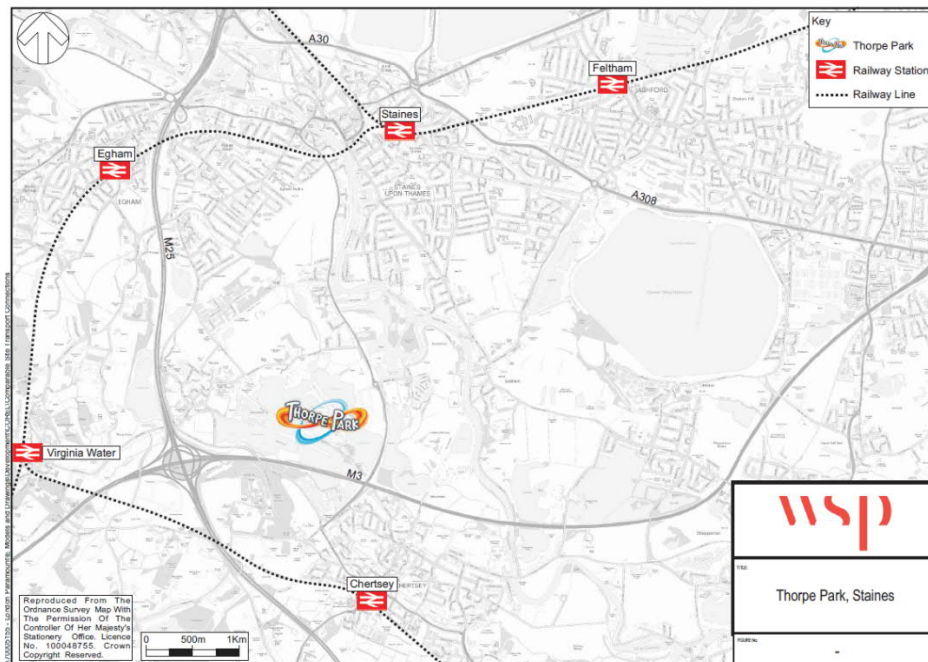
<http://www3.threerivers.gov.uk/online-applications/applicationDetails.do?activeTab=documents&keyVal=NBKS17QF05K00>

- 3.2.11. The latest information available for the Resort has indicated further that car travel to the studios is lower than first anticipated with only half of visitors accessing the site by car. Whilst the Warner Brothers tour demonstrates that sites outside of London can still achieve fairly sustainable travel patterns, the nature of the attraction (typically three hour visit) suggests that some bias towards car travel might occur and thus this data is fairly robust compared to The London Resort proposals.



- 3.2.12. Thorpe Park is an entertainment resort in between the towns of Chertsey and Staines, Surrey, England, UK. The site has a number of signature attractions and focuses on promoting thrill rides and roller coasters. The Thorpe Shark Hotel (formerly The Crash Pad) has 90 bedrooms.
- 3.2.13. The following data relating to staff and visitor travel patterns was obtained from survey data provided in the Thorpe Park Resort's Medium-Term Development Plan 2010-2016 Travel Plan (Motion Transport Planning, 2010). Thorpe Park provides comprehensive data sources that are publicly available and considered comparable, in part, for the proposed development. Figure 3-2 shows the location of the park.

**Figure 3-2: Thorpe Park Location**



- 3.2.14. Thorpe Park is situated near the M3 and M25 motorways, providing multiple access routes for vehicular based travel. Whilst Chertsey provides a railway station, this is situated approximately



3.5km from the site. Staines Railway Station is located to the north of Thorpe Park however this is located over 5km away. From Staines the 950 shuttle link operates from Staines station to the Resort every 15-20 minutes thereby offering a public transport capacity around 200/hour.

### Thorpe Park Visitor Travel

- 3.2.15. The Thorpe Park Site Wide Travel Plan (2015) identifies travel patterns based on sample surveys of staff in October 2014 and from a 5-week visitor car parking survey undertaken in August and September 2011.
- 3.2.16. In addition to guests arriving by private vehicle, bus user travel was recorded for three weeks and guest drop-off was recorded for nine days, with one of these days matching the record of bus users (29th August). Coach data was also recorded on Friday 29th August. The survey did not capture complete journeys or those arriving on foot or by bicycle thus we can assume taxis, pedestrians and cyclists are included within the 'Other' category.
- 3.2.17. Between 07:00 and 14:00 hours on 26 August 2009 the number of cars arriving at the site was recorded and visitors arriving by bus, coach and taxi were also counted. The results of the 2009 data captured show that approximately 11,000 people visited Thorpe Park, of which around 8,500 arrived by car. Similarly, to 2011, the survey did not capture visitors' complete journeys, so it is not possible to identify the proportion that used train as part of their journey. Table 3-3 details how visitors arrived at the site in both 2009 and 2011. It should also be noted that neither survey included any hotel users staying on site.

**Table 3-3: Thorpe Park – Visitor Modal Split**

| MODE        | 2009 VISITOR TRAVEL | 2011 VISITOR TRAVEL |
|-------------|---------------------|---------------------|
| Car         | 79%                 | 69%                 |
| Taxi        | 3%                  | -                   |
| Bus         | 11%                 | 9%                  |
| Coach       | 3%                  | 14%                 |
| Dropped Off | 5%                  | 3%                  |
| Other       | -                   | 5%                  |
| Total       | 100%                | 100%                |

Source: Thorpe Park Site Wide Travel Plan for Merlin Entertainment (2015)-  
<http://documents.runnymede.gov.uk/AnitePublicDocs/00171617.pdf>

- 3.2.18. The comparison above indicates a decrease in 10% of visitors travelling to the site by car between 2009 and 2011 as well as a significant increase in visitors arriving by coach. However, this does not identify those travelling as passengers and those who are the sole driver and neither survey considered visitors arriving by foot or bicycle.

### Thorpe Park Car Occupancy

- 3.2.19. Whilst the number of visitors arriving alone in a private vehicle (SOV) was not recorded, the survey reported a total of 2,270 visitor cars were parked on site giving an average occupancy of 3.45 people per car. Across the 36-day survey period, an average of 3.33 people per car was calculated; this is an increase from 2009 where an average occupancy of 3.07 was calculated.

- 3.2.20. Thorpe Park offers a dedicated bus interchange at the site entrance. As Chertsey and Staines railway stations are in excess of 3km the site, bus services offer the most likely connection to the rail network, the Site Wide Travel Plan records public transport use as 23%, as shown in the Table above.
- 3.2.21. WSP commissioned a survey on Saturday 25 August (Bank Holiday weekend) between 9:30-13:30, seeking to establish car occupancy levels during peak periods. These did not include the whole day, although it is possible to estimate visitor demand as around 8,000 people on the day.
- 3.2.22. The survey results were considered to offer a representative sample of a seasonal peak day. During the survey period the average car occupancy was 3.13 persons / car although during the peak hour (9:45 - 10:45 am) car occupancy was 3.22 persons / car. Whilst some visitors arrived in coaches, no minibuses were observed.
- 3.2.23. Thorpe Park opening times typically start at 10:00, and on most days close between 17:00 and 18:00. On busier weekends, or at certain times of year, the site extends the closing time to 22:00. These times can be considered relatively typical for a resort such as Thorpe Park.

## DISNEYLAND PARIS

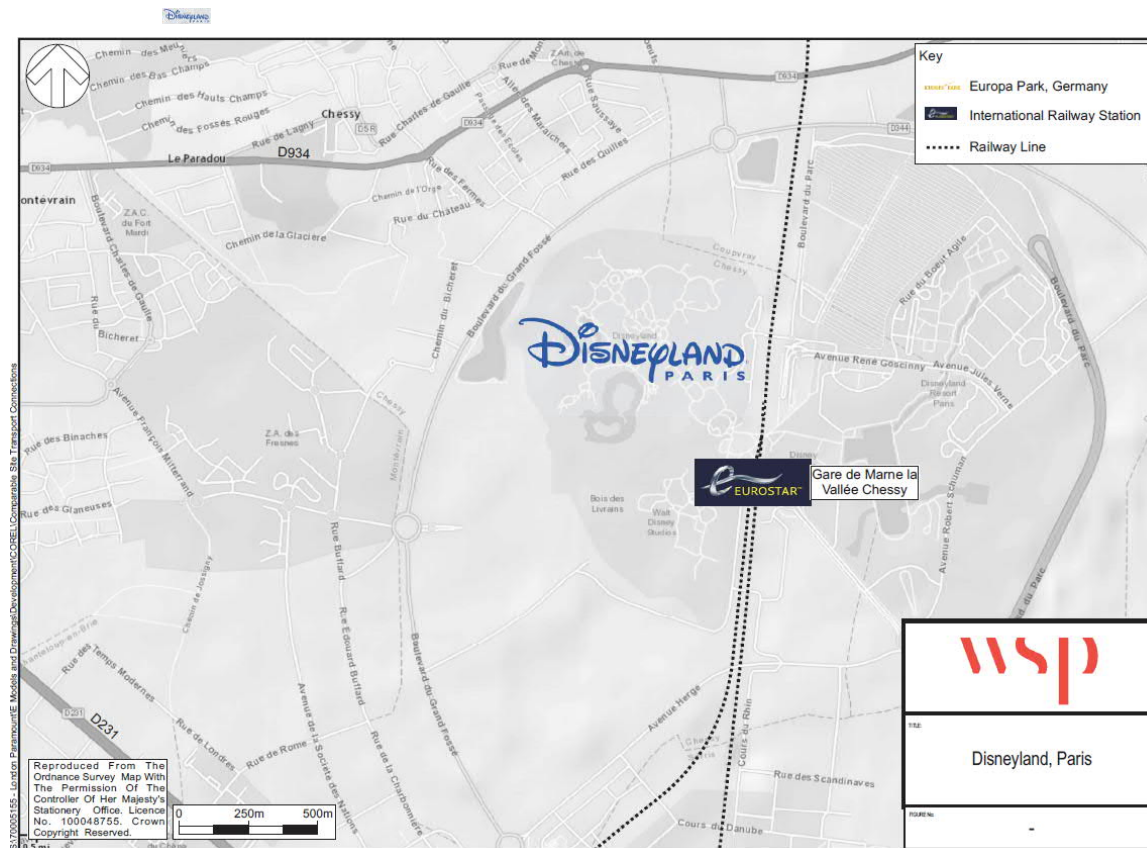


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|                                                 |
|-------------------------------------------------|
| LOCATION                                        |
| PARIS, FRANCE                                   |
| OWNER                                           |
| EURO DISNEY S.C.A.<br>(THE WALT DISNEY COMPANY) |
| ATTRACTION TYPE                                 |
| ENTERTAINMENT<br>RESORT / PARK                  |
| VISITORS                                        |
| 15M per year                                    |
| STATUS                                          |
| OPERATIONAL                                     |

- 3.2.24. Disneyland Paris is a holiday destination situated 20 miles east of Paris, approximately 1 hour from the Paris Airports by shuttle bus transfer, with direct access from the A4 autoroute. Marne-la-Vallée/Chessy train station is located at the entrance to the Theme Park providing services via Eurostar and TGV to large French regional centres as well as the United Kingdom (London Ebbsfleet and Ashford), Belgium, Germany and Switzerland. Located 5km outside of Disneyland Paris, Val d'Europe station provides direct access to local residential and commercial areas. Figure 3-3 below shows the location of the park.

**Figure 3-3: Disneyland Paris Location**



3.2.25. Disneyland Paris is currently the leading European vacation destination with 14.8 million people reported to have visited the Resort in 2015. Internal research was conducted in 2015 and the results of the modal splits calculated are presented in Table 3-4.

**Table 3-4: Visitor Modal Split 2015**

| MODE OF TRANSPORT | 2015 MODAL SPLIT |
|-------------------|------------------|
| Car               | 53%              |
| Plane or Train    | 33%              |
| Other             | 14%              |

Source: <http://corporate.disneylandparis.com/CORP/EN/Neutral/Images/uk-Reference-Document-2015.pdf>

3.2.26. Disneyland Paris resort combines multiple environments including;

- Disneyland Park and Walt Disney Studios Park: Two Disney Parks filled with numerous attractions
- Disney Village: entertainment district with shopping, restaurants, concerts and performances
- Accommodation: Disney Hotels ranging from budget rooms to luxury suites and quote that 8,500 rooms are available,
- Restaurants: Over 68 restaurants and cafes/bars,
- Shopping: More than 50 shops, offering Disney collectibles and souvenirs, toys and gifts, and brand-name fashions at discount prices
- Sports: Golf, soccer, swimming, and activities are on-site

- 3.2.27. Disneyland Paris has seven major markets whose attendance percentage breakdown by Country between 2013 and 2015 is detailed in Table 3-5 below. The remaining markets are aggregated together as the “Rest of the World”.

**Table 3-5: Disneyland Paris – Visitor Origins (by country)**

| ORIGIN            | VISITOR ORIGIN 2013 | VISITOR ORIGIN 2014 | VISITOR ORIGIN 2015 | VISITOR ORIGIN 2019 |
|-------------------|---------------------|---------------------|---------------------|---------------------|
| France            | 51%                 | 49%                 | 48%                 | 44%                 |
| United Kingdom    | 14%                 | 15%                 | 16%                 | 17%                 |
| Spain             | 8%                  | 8%                  | 9%                  | 9%                  |
| Belgium           | 6%                  | 6%                  | 6%                  | 6%                  |
| Netherlands       | 6%                  | 6%                  | 6%                  | 6%                  |
| Italy             | 3%                  | 3%                  | 3%                  | 2%                  |
| Germany           | 3%                  | 3%                  | 3%                  | 3%                  |
| Rest of the World | 9%                  | 10%                 | 9%                  | 13%                 |
| Total             | 100%                | 100%                | 100%                | 100%                |

Source: <http://corporate.disneylandparis.com/CORP/EN/Neutral/Images/uk-Reference-Documents-2015.pdf>

<http://disneylandparis-news.com/en/key-figures/>

- 3.2.28. The 2019 origin profiles outline that just under half of the visitors come from within France (population of approximately 66.9M), with 43% originating from other European countries. The rest of the world make up the remaining 13% of visitors to the site. This confirms the high attraction of the site to local and short distance-based visitors. Locally based visitors can be assumed to have a higher propensity of car-based travel to the site as journey times enable them to do so.
- 3.2.29. In the press information for a proposed Nature Village south of Paris, also by the Disney corporation<sup>4</sup>, it states that 28% of visitors currently travel to Disneyland Paris by public transport (report dated 2010), where the combined rail ticket arrangements with Eurostar is a factor. No further breakdowns of visitor mode were available at the time of writing; however, the Disneyland Paris site clearly benefits from being located to a bespoke rail station offering short and medium distance connections throughout France and other European destinations.

<sup>4</sup> <http://corporate.disneylandparis.com/CORP/EN/Neutral/Images/uk-2010-11-24-press-kit-villages-nature.pdf>



## EUROPA PARK

RUST



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### LOCATION

RUST, GERMANY

### OWNER

EUROPA – PARK  
FREIZEIT- UND  
FAMILIENPARK MACK  
KG

### ATTRACTION TYPE

THEME PARK AND  
RESORT

### VISITORS

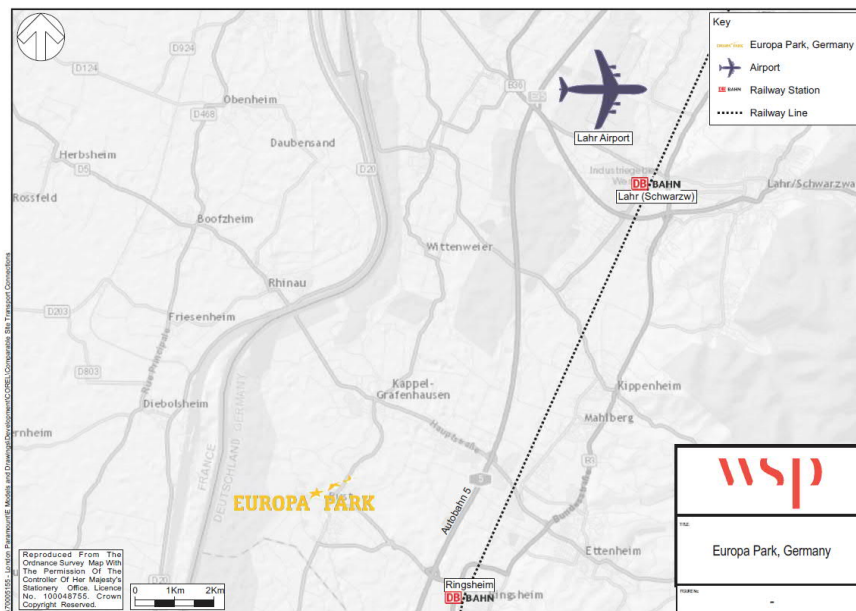
5.5M per year

### STATUS

OPERATIONAL

- 3.2.30. Opened in 1975, and located between the Black Forest and the Vosges, Europa Park, Germany contains more than one hundred attractions and shows. Located within the Rust/Baden area, the site is a few kilometres away from the motorway A5, in the border triangle of Germany-France-Switzerland. The park boasts 13 European themed areas, attractions and shows.
- 3.2.31. Europa Park is accessible by public transport. Ringsheim train station is 4km from Europa Park. There is a regular bus service which connects Ringsheim train station with the main entrance of Europa-Park and the Europa-Park Hotels. Figure 3-4 below shows the location of Europa Park.

**Figure 3-4: Europa Park Location**



- 3.2.32. As part of the samples undertaken in 2012, a series of statistics on visitors and employees are available.

## Europa Park Information

- 3.2.33. The park is broken down into a summer and winter season, with typical summer opening hours of 09:00 to 18:00 from April to early November. Winter opening hours are typically 11:00 to 19:00 and run from late November to mid-January, as such the park is open for just over nine months in total across the year. Results of the sample 2015, are shown below:

### Visitors

- Number of visitors in 2015 (summer + winter): over 5.5 million
- First time visitors 2015: 19%
- Repeat visitors: 81%
- Visitors who stay several days: 23 %
- Average age of visitors: approx. 29 years
- Average duration of stay: 8.5 hours
- Average duration of journey: approx. 2.2 hours
- Average hotel stay: 1.3 days

### Nationality of Visitors

- Germany: 49 %
- Switzerland: 20 %
- France: 23 %
- Others: 8 %

- 3.2.34. The results indicate that half of visitors originate from Germany, with 43% from other nearby European locations and 8% of visitors from other countries. Whilst the population of Germany (approximately 80M) is higher than France this correlates well with the results observed from Disneyland Paris, and confirms a sites ability to appeal to domestic, European and International visitors.
- 3.2.35. Within the reports the 2012 trends suggest that guests of Europa-Park also visit other tourist destinations in the region (spill over effects). Also, it is highlighted that there is an ongoing trend towards a destination for short holidays where, the Europa-Park Hotel Resort is the main attraction.
- 3.2.36. Data from a 2015 report<sup>5</sup> suggests that the occupancy rate was over 95.4%. If the occupancy rate remains consistent over the parks opening period, an estimation of the percentage of people staying at the hotel can be completed. The information outlines that the park can accommodate approximately over 4,500 beds. Assuming a 9-month opening period (270 days), an average daily footfall of between 16,000 and 17,000 (4.5M / 270 days) can be calculated. If the hotel occupancy is consistent; this therefore suggests that up to 24% visitors stay on site. This ignores the camping and tent spaces available on site, which could attract even more visitors and overnight / longer duration stays.

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<sup>5</sup> <http://corporate.europapark.com/en/presse/nachricht/datum/2011/04/07/der-europa-park-in-stichworten-1/?type=2>

## BRIGHTON & HOVE AMERICAN EXPRESS COMMUNITY STADIUM

BRIGHTON



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### LOCATION

BRIGHTON, UK

### OWNER

THE COMMUNITY STADIUM LIMITED

### ATTRACTION TYPE

STADIUM

### VISITORS

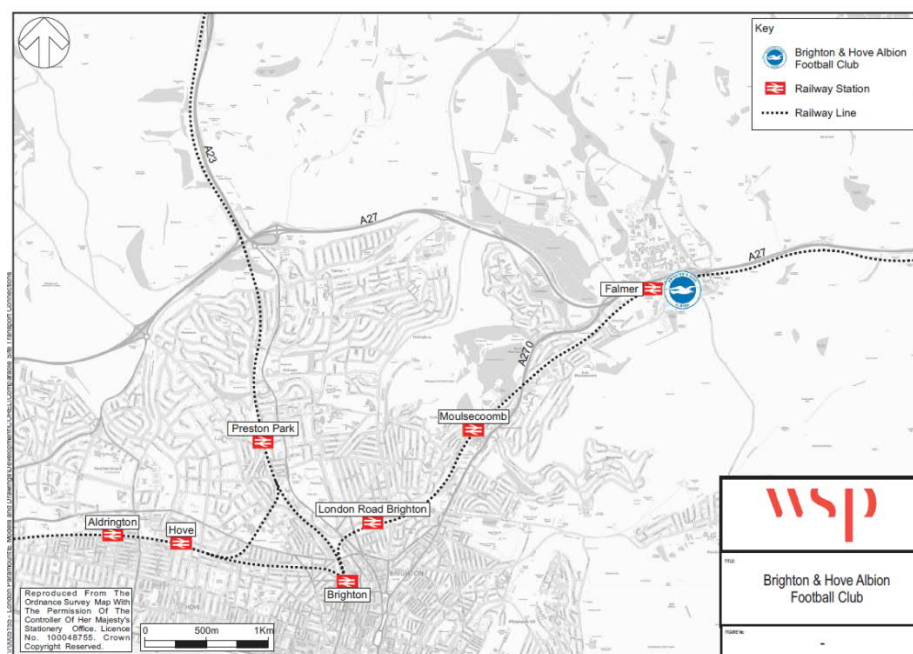
30,750 CAPACITY

### STATUS

OPERATIONAL

- 3.2.37. The Stadium opened in July 2011, with Brighton & Hove Albion Football Club setting themselves clear objectives in encouraging sustainable travel for fans attending matches and events. A new planning application for the expansion of the capacity of the ground, culminated in a review of the success to date of the adopted Transport Strategy.
- 3.2.38. The stadium is located approximately 6km away from the city centre, and benefits from being situated a few hundred metres from Falmer railway station. Brighton has strong rail connections into London and has up to 7 services an hour in peak periods to London Victoria and London St Pancras.
- 3.2.39. The location of the stadium is shown in Figure 3-5 below.

**Figure 3-5: Brighton & Hove American Express Community Stadium Location**





## Brighton & Hove Visitor Travel

- 3.2.40. The mode share was observed on a match day survey and compared to the predictions in the 2008 Transport Assessment. The results as reported in the TA are replicated below in Table 3-6:

**Table 3-6: Brighton & Hove – Visitor Modal Split**

| MODE                               | TA 2008 | SATURDAY 20TH AUGUST 2011 SURVEY |
|------------------------------------|---------|----------------------------------|
| Park and Ride                      | 16%     | 15.3%                            |
| Walking/Drop-off & walk/Bus & walk | 21%     | 16.1%                            |
| Car Parking                        | 32%     | 16.5%                            |
| Rail                               | 14%     | 44.7%                            |
| Coach Park                         | 16%     | 6.9%                             |
| Cycle                              | 1%      | 0.4%                             |
| Total                              | 100%    | 100%                             |

Source: [http://www.brighton-hove.gov.uk/sites/brighton-hove.gov.uk/files/downloads/planning\\_projects/BHAFC\\_Transport\\_Strategy\\_Review.pdf](http://www.brighton-hove.gov.uk/sites/brighton-hove.gov.uk/files/downloads/planning_projects/BHAFC_Transport_Strategy_Review.pdf)

- 3.2.41. The latest 2011 survey indicates that the majority of visitors travelled to the venue by rail (44.7%). As noted above, Brighton has a comprehensive network of rail services, with excellent connections to London and therefore highlights the strength of this mode of transport when available to visitors.

## BLUEWATER

DARTFORD



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**LOCATION**

KENT, UK

**OWNER**

PRUDENTIAL (35%), LAND SECURITIES (30%), THE LEND LEASE RETAIL PARTNERSHIP (25%) AND HERMES (10%).

**ATTRACTION TYPE**

SHOPPING CENTRE

**VISITORS**

28M per year

**STATUS**

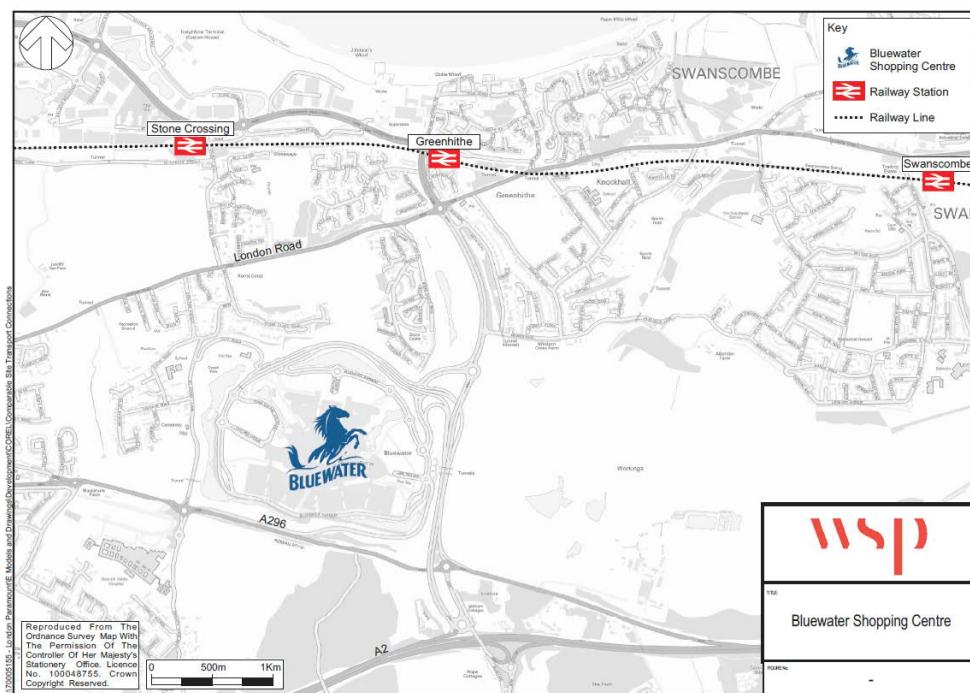
OPERATIONAL

- 3.2.42. Whilst the stadium is highly accessible from the Strategic Road Network (A27 and via M23/A23) parking availability and surrounding restrictions contribute to sustainable travel patterns. Like the

Emirates Stadium any comparisons with The London Resort should be considered with care. In combination with Park & Ride travel over 30% of spectators arrived by private vehicle where it might be reasonable to suggest that (with some element of car sharing) the car driver mode share is below 25%.

- 3.2.43. Bluewater shopping centre in Kent provides some 330 shops in approximately 159,800m<sup>2</sup> of A1-A5 retail floorspace. It is anchored by three department stores (John Lewis, House of Fraser and Marks and Spencer) and includes national multiple retailers. It is complemented by a number of leisure uses, which includes a cinema in The Water Circus, and 'Glow', Bluewater's Events Venue which was opened in November 2011. In addition, planning permission was granted in May 2012 for a 110-bedroom hotel on land within the Bluewater perimeter, also a planning permission for a few cinema was granted in 2015, there is not a significant variation in the amount of travel due to the new cinema.
- 3.2.44. Like Westfield the type of visitor and group size is markedly different to The London Resort proposals but offers a locally comparable attraction. Bluewater is often stated as attracting an average weekly footfall of over 500,000 and annual footfall of 28 million approximately. Using information from in centre guest surveys in 2005, the weekly profile of Bluewater suggests that between Monday and Thursday an average footfall of 62,500 people per day is recorded. On Fridays this rises to 70,000 and Saturdays are considered to be the peak day recorded an average of 108,000 visitors. Sunday footfall returns to similar Friday levels, reporting 77,000 visitors per day. The information available also outlines that on average 49% of visitors were at the site shopping on their own, with this corresponding to low levels of car occupancy.
- 3.2.45. Bluewater is located close to the proposed The London Resort site, but importantly is not situated adjacent to a railway station. Whilst stations like Stone Crossing, Greenhithe, Swanscombe and Ebbsfleet are accessible by bus and taxi services, these are located at 2km, 2.6km, 4km, and 5.5km from the site respectively. Figure 6-6 below shows a simple location plan of the site.

**Figure 3-6 Bluewater Location**



## Bluewater Visitor Travel

- 3.2.46. According to Bluewater's Transport Assessment in support of an outline planning application to redevelop the West Village at Bluewater (Vectos, 2012), an estimate of the mode split associated with the proposed development has been obtained from a travel survey undertaken 2011 in conjunction with the Bluewater travel plan monitoring programme, as well a Household Survey undertaken in October 2012. The resultant mode splits (omitting internet shopping) are displayed in Table 3-7.

**Table 3-7: Bluewater Shopping Centre – Visitor Modal Split**

| MODE          | BLUEWATER SHOPPING CENTRE (VISITORS) |                       |         |
|---------------|--------------------------------------|-----------------------|---------|
|               | 2011 Travel Survey                   | 2012 Household Survey | Average |
| Car Driver    | 64.3%                                | 69.6%                 | 67%     |
| Bus           | 10.3%                                | 8.0%                  | 9%      |
| Car Passenger | 21.8%                                | 19.8%                 | 21%     |
| Coach         | 0.4%                                 | 0.2%                  | 0%      |
| Motorcycle    | 1.0%                                 | 0.0%                  | 1%      |
| Pedal Cycle   | 0.5%                                 | 0.0%                  | 0%      |
| Taxi          | 0.5%                                 | 0.3%                  | 0%      |
| Rail          | 0.4%                                 | 1.1%                  | 1%      |
| Walk          | 0.7%                                 | 0.1%                  | 0%      |
| Total         | 100%                                 | 100%                  | 100%    |

Source: Bluewater's Transport Assessment (Vectos, 2012)

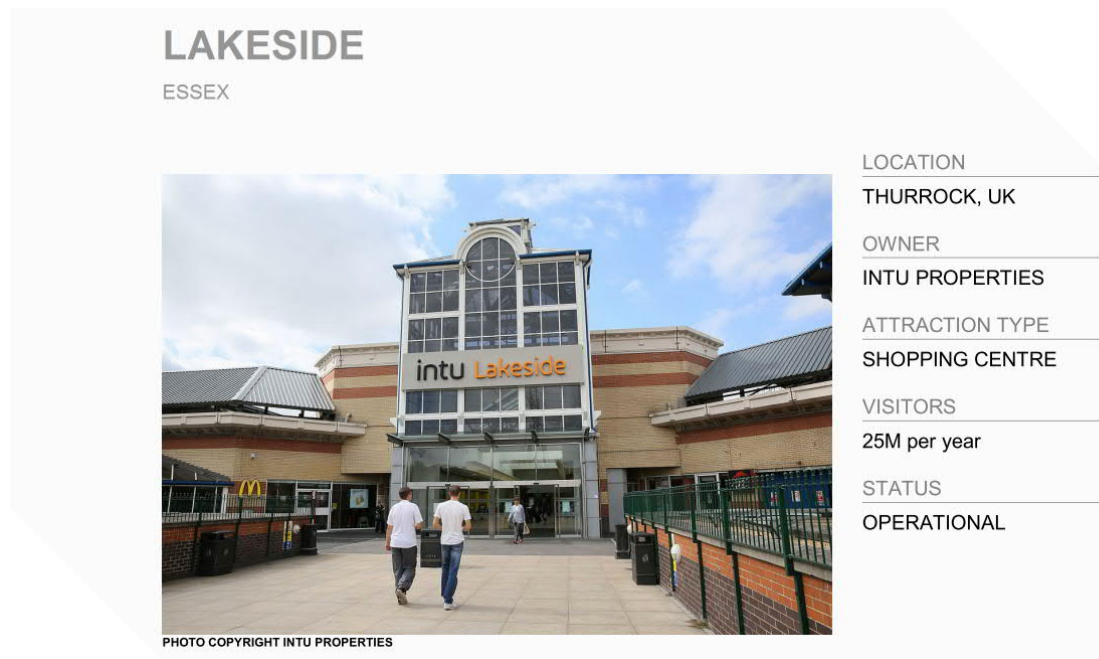
- 3.2.47. The 2011 travel survey shows that 64.3% of trips to Bluewater are as car driver, followed by 21.8% as car passenger and 10.3% of trips by bus. As outlined above however, whilst the site exhibits a high car modal share, it is acknowledged that half of visitors travel alone and may include linked or pass-by trips. These travel patterns tend to reduce the occupancy per vehicle (circa 1.2-1.3/car) and therefore suggest a higher dependency on motorised travel.
- 3.2.48. Less than 5% of trips to Bluewater occur by all other modes combined, e.g. motorcycle, pedal cycle, taxi, coach, rail and walking. The results of the 2012 Household Survey are similar in that car driver, car passenger and bus are the most commonly used modes.
- 3.2.49. There is insufficient data to draw accurate comparisons with The London Resort but if similar relationships are application to group sizes again a car driver mode share of around 27-28% would be realistic.
- 3.2.50. Bluewater submitted an outline application in 2016, which was determined and approved in 2017 for a further expansion. The TA in support of that outline planning application (Vectos, 2016), set out the mode splits (omitting internet shopping) are displayed in Table 3-8.

**Table 3-8: Bluewater Shopping Centre – Visitor Modal Split**

| MODE          | 2016 TA - Travel Survey |
|---------------|-------------------------|
| Car Driver    | 67.5%                   |
| Bus / Coach   | 8.5%                    |
| Car Passenger | 22.9%                   |
| Motorcycle    | 0.1%                    |
| Pedal Cycle   | 0.0%                    |
| Taxi          | 0.2%                    |
| Rail          | 0.4%                    |
| Walk          | 0.4%                    |
| Total         | 100%                    |

Source: Bluewater's Transport Assessment (Vectos, 2016)

- 3.2.51. The 2016 TA show that a relatively high proportion of trips to Bluewater are undertaken by car, with the remaining journeys undertaken by bus, rail, motorcycle, taxi and on foot. No visitors were recorded cycling to the site.

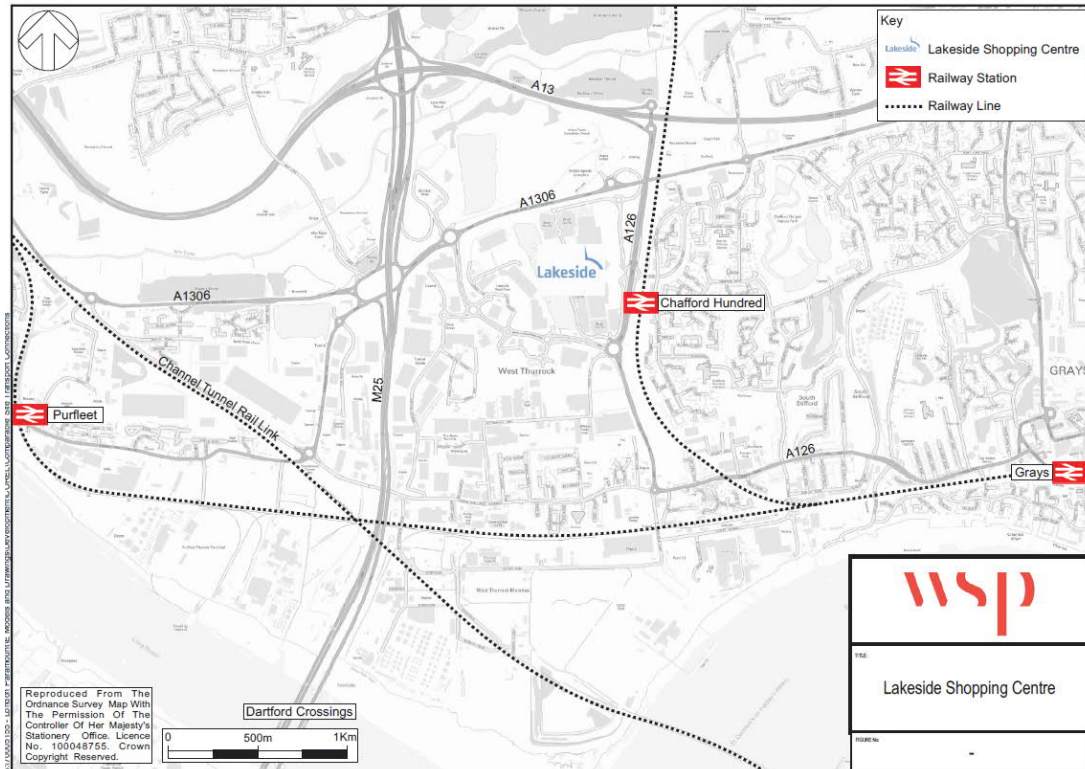


- 3.2.52. Lakeside Shopping Centre, branded as Intu Lakeside, is a large out-of-town retail centre located in West Thurrock, just beyond the Greater London boundary. The site has a catchment of 11.3 million shoppers within a 70-minute drive and consists of over 251 retail stores, 50 cafes and restaurants and a 26-acre lake attracting an average of 400,000 visitors a week and 20 million annual footfall
- 3.2.53. Chafford Hundred train station is a short walk from the centre of the development, with trains running into London Fenchurch Street or out towards Southend Central. The London Bus network



also extends to Intu Lakeside bus station with Ensign Bus being the main local bus operator. Lakeside is connected to the M25 and the A14 and provides 13 000 free car parking spaces spread across 15 car parks. Figure 3-7 presents a site plan of the shopping centre.

**Figure 3-7 Lakeside Shopping Centre**



- 3.2.54. The Intu Lakeside 2019 brochure stated that 80% of visitors arrive by car with an average dwell time of 102 minutes. It is estimated that the site has an annual footfall of 20 million, with 90% of repeat customers visiting the site at least once a week<sup>6</sup>.
- 3.2.55. In 2006, Lakeside's owners implemented an optional travel plan<sup>7</sup> to promote sustainable travel modes and raise awareness of different travel options for staff and visitors. The travel plan is managed by a Sustainable Travel Manager who collates information based on twice yearly customer surveys, registration system to record how employees travel to work and passenger data from bus and train operators. Since the implementation of the travel plane, improvements have been made to the Lakeside bus station, a Travel Information Office has opened, and cycle shelters have been built for staff and visitors in addition to partnerships with a wide variety of local, regional and national stakeholders.

<sup>6</sup> <https://www.intugroup.co.uk/media/6529/intu-lakeside-2019-brochure.pdf>

<sup>7</sup> [https://www.thurrock.gov.uk/sites/default/files/assets/documents/workplacetravelplan\\_case\\_lakeside.pdf](https://www.thurrock.gov.uk/sites/default/files/assets/documents/workplacetravelplan_case_lakeside.pdf)

## BIRMINGHAM NEC

BIRMINGHAM



PHOTO COPYRIGHT LDC

### LOCATION

BIRMINGHAM, UK

### OWNER

LLOYDS DEVELOPMENT  
CAPITAL

### ATTRACTION TYPE

EXHIBITION CENTRE

### VISITORS

6M per year

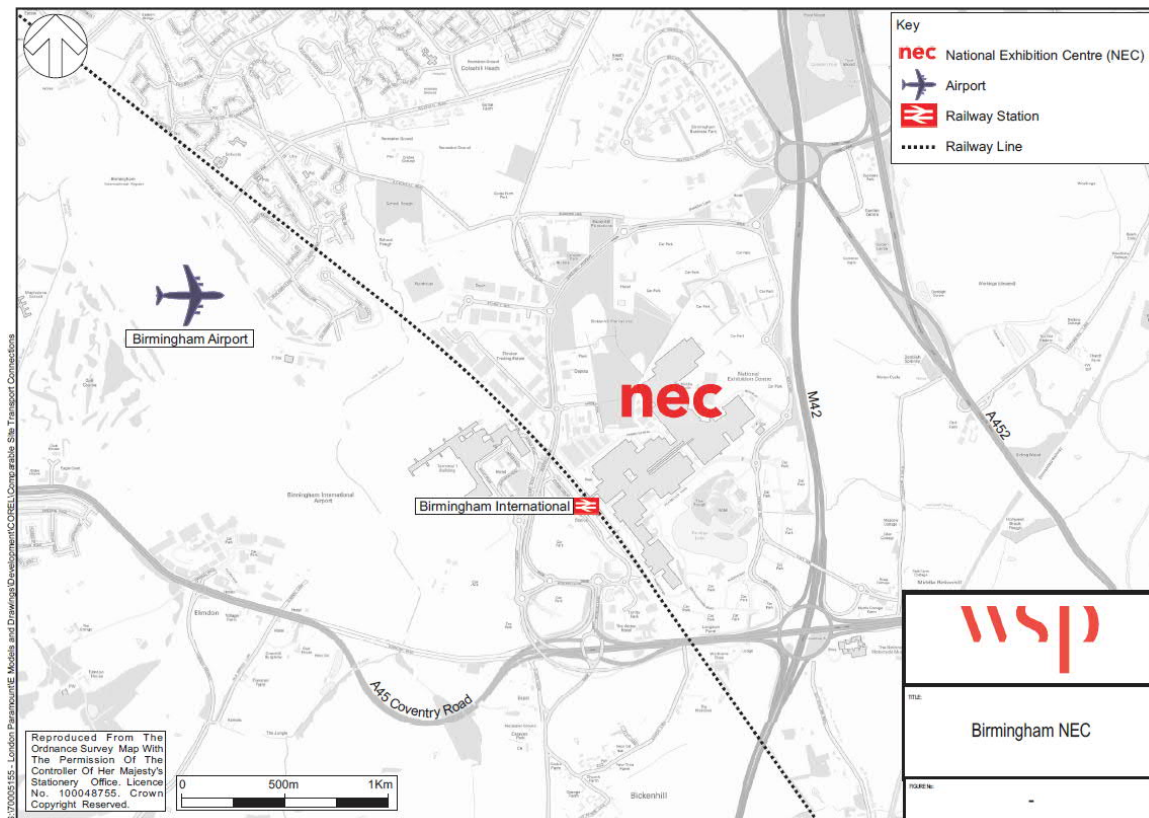
### STATUS

OPERATIONAL

- 3.2.56. The NEC is an exhibition centre in Birmingham, near junction 6 of the M42 motorway. It is adjacent to Birmingham Airport and Birmingham International railway station. It is 8 miles east of Birmingham city centre. It is the busiest and seventh-largest exhibition centre in Europe. It was originally opened in 1976, but with one of the more recent additions to it, Resorts World, which arrived in 2015, there was an updated travel assessment for 2011. Resorts World is a new retail and leisure development, with outlet shopping, cinema, casino and a hotel amongst other facilities. 6 million visits a year. Also, part of the site is the Genting Arena. This development provides 20,000 parking spaces.
- 3.2.57. The M42, M40 and are the strategic highway corridor of the midlands network. The A45 corridor plays an important strategic role in providing access and connectivity between the strategic highway network and some of the region's key assets. The A45 corridor is part of the national primary route network linking Birmingham and Coventry via Birmingham Airport and the NEC and M42 Junction 6. The A45 corridor is also an important public transport corridor carrying a large number of bus and coach services.
- 3.2.58. Figure 3-8 below outlines the location of the NEC and its proximity to nearby travel options.



**Figure 3-8: Birmingham NEC Location**



### NEC Birmingham sustainable transport and VISITOR NUMBERS

- 3.2.59. NEC Birmingham is well connected with Birmingham International Interchange, which was developed to provide a focal point for the airport and the NEC for public transport and to enable efficient operation of services. The interchange is a central hub for bus services avoiding the need for buses to access the main vehicular access points for both the Birmingham Airport and NEC. From the interchange passengers are connected directly through undercover walkways, escalators and travellers. High level of bus services to the interchange from a wide range of locations. It is important to note that a number of these services pass through areas which may be attractive for potential employees and visitors to use.
- 3.2.60. In addition, a package of 9 integrated elements are included in order to improve the quality of services, this package includes: enhanced bus and coach facilities at the Birmingham International Station Multi-Modal Interchange; improvements in the highway infrastructures for buses and coaches and enhanced bus and coach services with a Real-time Passenger Information.
- 3.2.61. As a result of the well-connected travel options, the NEC Birmingham attracts typically 2 million visitors to around 140 shows during the year. Table 3-9 below shoes the number of visitors per month.

**Table 3-9: NEC Birmingham Visitors per month**

| MONTH                           | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC |
|---------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Number of visitors<br>(1,000's) | 98  | 214 | 316 | 107 | 125 | 137 | 13  | 28  | 86  | 229 | 367 | 295 |

3.2.62. Table 3-10 below provides the mode share data for 2010 for the LG Arena.

**Table 3-10: Existing Mode to Visitor Trips LG Arena NEC Birmingham**

| ORIGIN   | CAR | BUS | TRAIN | OTHER | TOTAL |
|----------|-----|-----|-------|-------|-------|
| LG Arena | 85% | 2%  | 13%   | 6%    | 106%  |

Source: [https://publicaccess.solihull.gov.uk/online-applications/files/33652183B2511B2839DF13A7C63691C5/pdf/PL\\_2011\\_01815\\_OLM-transport\\_assessment\\_part\\_1-357544.pdf](https://publicaccess.solihull.gov.uk/online-applications/files/33652183B2511B2839DF13A7C63691C5/pdf/PL_2011_01815_OLM-transport_assessment_part_1-357544.pdf)

3.2.63. According to the TA, the data collected enabled respondents to select multiple options if, for example a combined trip was performed (i.e., visitors driving to a rail station and then arriving on site by train) which is why the total percentage exceeds 100%. The data shows that almost 21% of visitors use sustainable modes for at least part of the journey. It should be noted that these events would have been largely in the evening periods when access to public transport and sustainable modes would have been more limited. No data was available for visitors to the NEC for exhibitions or conferences.

3.2.64. The limitation of the above data is that it does not reflect the site as a whole, but instead focuses only on the LG Arena and events that occur outside the expected travel periods for the majority of The London Resort visitors. Recent expansions at the site have indicated that the NEC is expected to attract approximately five to six million visitors to events across the year. As part of the Resorts World planning application in 2011, the TA presented a forecast of visitor mode share. Table 6-10 below illustrates the visitor mode share that was used within the approved NEC Birmingham application.

**Table 3-11: NEC Birmingham Approved Forecast Visitor Mode Shares**

| ORIGIN   | CAR | BUS | TRAIN | TAXI | TOTAL |
|----------|-----|-----|-------|------|-------|
| Local    | 40% | 5%  | 20%   | 35%  | 100%  |
| Regional | 60% | 5%  | 20%   | 15%  | 100%  |

Source: [https://publicaccess.solihull.gov.uk/online-applications/files/33652183B2511B2839DF13A7C63691C5/pdf/PL\\_2011\\_01815\\_OLM-transport\\_assessment\\_part\\_1-357544.pdf](https://publicaccess.solihull.gov.uk/online-applications/files/33652183B2511B2839DF13A7C63691C5/pdf/PL_2011_01815_OLM-transport_assessment_part_1-357544.pdf)

3.2.65. It is worth noting that the TA expects a different profile depending on where the visitor is accessing the site from a local area or not. The TA outlines that the proposed NEC development would attract visitors from three key markets:

- On-site – these are visitors who are visiting the NEC for their primary trip in the form of an exhibition, conference or concert or NEC on-site employees who may choose to visit the development in addition to their primary trip.

- Local trips – these are visitors with local origins which may include other significant land uses within the area such as Birmingham Airport or Birmingham Business Park as well as employees who live within an approximately 30-45-minute travel time of the development.
- Regional trips – these are visitors who have origins further afield from the development.

3.2.66. This breakdown and methodology shares a similarity with the expected visitor profiles for The London Resort, which will attract users from the locality as well as further afield and overseas.

## JOURNEY TO WORK ANALYSIS

- 3.2.67. Journey to Work (JtW) data was obtained from the 2011 census data<sup>8</sup>. This was used to analyse the travel profiles for those MSOAs of which the UK attractions listed in Chapter 6 sit within. The JtW data enabled to the modal split for the entire MSOA to be presented at a larger scale rather than the single attraction point within. This data is presented below in Table 3-12.
- 3.2.68. For the purpose of the analysis of JtW data, only modes including movement were included; thus, unemployed and working mainly from home were removed from the analysis. To enable a point of comparison both car driver and car passenger were summed and present below as “car”.

**Table 3-12 Modal split travelling to UK attraction (%)**

|              | BRIGHTON AND HOVE AE STADIUM |               | WARNER BROTHER STUDIO TOUR |               | THORPE PARK |               | BLUE WATER SHOPPING CENTRE |               | LAKESIDE SHOPPING CENTRE |               | BIRMINGHAM NEC |               |
|--------------|------------------------------|---------------|----------------------------|---------------|-------------|---------------|----------------------------|---------------|--------------------------|---------------|----------------|---------------|
|              | JtW                          | Site Specific | JtW                        | Site Specific | JtW         | Site Specific | JtW                        | Site Specific | JtW                      | Site Specific | JtW            | Site Specific |
| Car          | 49.5                         | 16.5          | 80.1                       | 50            | 78.3        | 69            | 65.5                       | 88            | 62.5                     | 80            | 74.6           | 85            |
| Train        | 4.6                          | 44.7          | 6.3                        | -             | 6.7         | -             | 13.5                       | 1             | 17.5                     |               | 8.0            | 13            |
| Bus          | 27.8                         | 15.3          | 3.5                        | 25            | 2.0         | 9             | 6.3                        | 9             | 4.6                      |               | 8.4            | 2             |
| Taxi         | 0.6                          | -             | 0.4                        | 3             | 0.2         | -             | 0.4                        | -             | 0.7                      |               | 0.5            | -             |
| Underground  | 0.4                          | -             | 2.8                        | -             | 0.5         | -             | 0.5                        | -             | 3.6                      |               | 0.1            | -             |
| Motorcycle   | 1.1                          | -             | 0.7                        | -             | 1.4         | -             | 1.4                        | 1             | 1.6                      |               | 0.8            | -             |
| Bicycle      | 2.8                          | 0.4           | 1.4                        | -             | 3.0         | -             | 1.1                        | -             | 2.1                      |               | 1.4            | -             |
| On Foot      | 12.4                         | -             | 4.4                        | -             | 7.3         | -             | 11.0                       | -             | 6.8                      |               | 5.6            | -             |
| Other Method | 0.8                          | 6.9           | 0.4                        | -             | 0.7         | 8             | 0.5                        | -             | 0.8                      |               | 0.6            | 6             |
| Coach        | -                            | -             | -                          | 22            |             | 14            | -                          | -             |                          |               | -              | -             |
| Total        | 100                          | 99.9          | 100                        | 100           | 100.1       | 100.2         | 100                        | 99            | 100.2                    |               | 100            | 106           |

<sup>8</sup> <https://www.nomisweb.co.uk/census/2011/qs701ew>

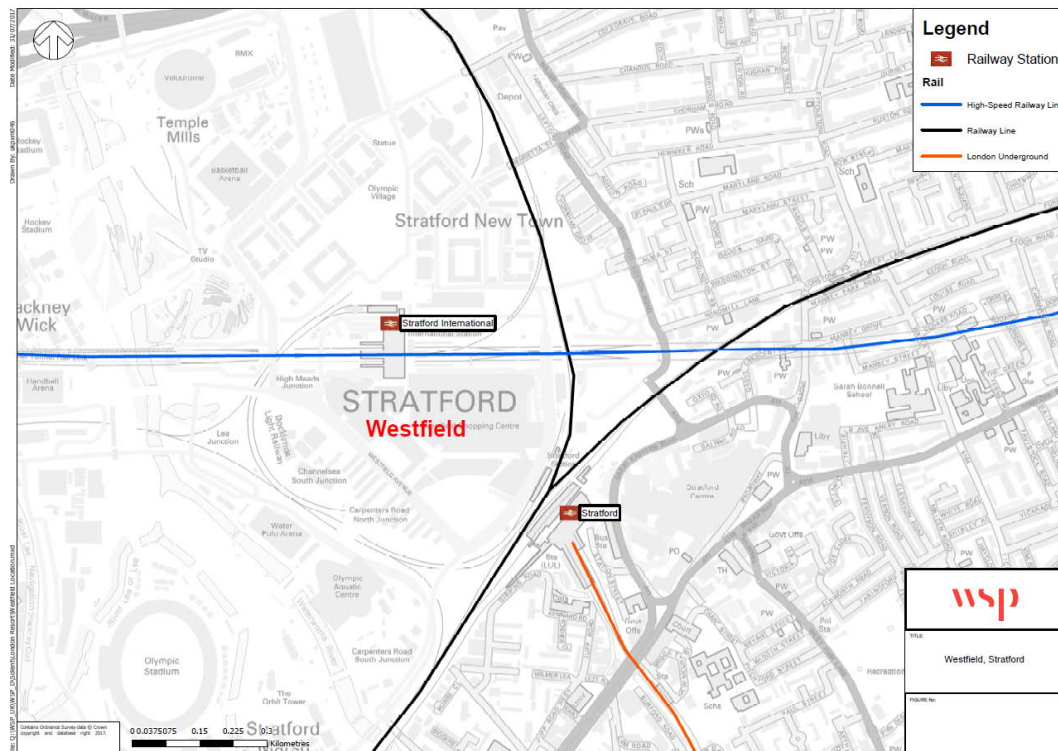
The total percentages do not always sum 100 due to rounding error. Site specific for Birmingham NEC exceeds 100% as all modes from origin – destination were included.

- 3.2.69. The table above highlights that the modal split for the six individual MSOAs of which the UK attractions sit within. The analysis of travel patterns for Brighton and Hove American Express community stadium provided by the site is not reflective of that in the JtW census data for the MSOA of the site; there is a 33% and 40.1% difference in car and rail use respectively.
- 3.2.70. Similar trends to that of the Brighton and Hove American Express community stadium can be seen across the other UK sites with the site-specific modal split overall having a reduced dependence on car and an increased use of more sustainable modes of transport such as rail to the site.
- 3.2.71. One exception of this trend can be seen at the Birmingham NEC site whereby the modal split was calculated differently using all mixed modes in attending the attraction. Alongside the mode split being calculated for LG Arena alone, with main events held during the evening, increasing the reliance on private transport.
- 3.2.72. It is reasonable to assume that the that the mode share of a development can be further influenced by the accessibility of a more bespoke point within the MSOA. The attraction site itself is likely to have increased access points through means of from non-car dependant modes implemented from the attraction.

## **WESTFIELD STRATFORD**

- 3.2.73. Westfield Shopping Centre in Stratford, London is located near the A12. The shopping centre is adjacent to Stratford International and Stratford railway station, and located six miles east of London city centre. It is one of the largest shopping centres in Europe, opening in September 2011 in time for the London Olympics. Westfield's offers over 280 stores, 70 restaurants, 2 hotels, a 24 hour casino and a seventeen screen cinema. The development provides 5,000 parking spaces.
- 3.2.74. The A12 runs along the north and western sides of the shopping centre providing connections to the strategic road network along the North Circular, the M11 or the M25. The A12 corridor provides a link from Ipswich in Suffolk into the city of London past the M25 and the North Circular.
- 3.2.75. Figure 3-9 below outlines the location of Westfield, Stratford and its proximity to nearby travel options.

**Figure 3-9: Location of Westfield, Stratford**



- 3.2.76. The shopping centre opening hours fluctuate throughout the year and day, generally the centre is open between 09:00-21:00. Using the PTAL calculation as provided by Transport for London, Westfield Stratford has a PTAL score of 6b, which equates to the “highest” level of accessibility.
- 3.2.77. The Westfield Shopping Centre is considered to be the most representative large-scale entertainment and shopping destination of The London Resort for visitors from London. This is deemed to be the case due to a comparative number of public transport options available to reach the site from central London.

### Westfield Stratford Visitor Travel Survey

- 3.2.78. Westfield Travel Plan was submitted in July 2011; the document provided a series of three- and five-year aim targets. As a result, Westfield produced a 2014 and 2015 Travel Plan monitoring report regarding the staff and visitors individually.
- 3.2.79. The 2014 visitor exit survey conducted interviews with approximately 4,000 visitors, while the 2015 visitor exit survey interviewed 5,000 visitors. The results of the surveys are shown in Table 3-12 below from the question:

*“What was your main mode of travel to Westfield Stratford City today? Main mode means the mode of travel you travelled furthest on during your journey”*



**Table 3-12: 2015 Visitor Exit Travel Survey**

| MODE OF TRANSPORT                                            | 2015 TOTAL % | 2014 TOTAL % |
|--------------------------------------------------------------|--------------|--------------|
| Car Driver (Includes Car share as a driver and I drove only) | 12.9%        | 14.0%        |
| Car Passenger                                                | 4.2%         | 4.6%         |
| Train (Includes Overground, National Rail, High Speed)       | 13.5%        | 18.0%        |
| Bus (Includes Bus and Coach)                                 | 17.4%        | 16.2%        |
| Taxi                                                         | 0.5%         | 0.8%         |
| Underground (Includes DTHE LONDON RESORT and tube)           | 41.6%        | 37.7%        |
| Motorcycle (Includes above and below 125cc)                  | 0.1%         | 0.3%         |
| Bicycle                                                      | 0.8%         | 0.5%         |
| On foot                                                      | 9.0%         | 7.7%         |
| Other Method                                                 | 0.0%         | 0.1%         |
| Total                                                        | 100%         | 100%         |

Source: Westfield Zone 1 Travel Plan Monitoring Results 2014 and 2015

- 3.2.80. To summarise the results comparing the 2015 survey to the 2014 travel survey:
- Visitors travelling by public transport increased to 72.4% up from 71.8% in 2014 which is above the five-year target of 62%;
  - Visitors travelling by Car have decreased to 17.1% in 2015 from 18.6% in 2014;
  - 10.3% of visitor's car shared in 2015 compared to 10.6% in 2014 which aligns with the reduction of visitors travelling by car; and
  - In 2015, 9.8% of visitors were traveling by either walking or cycling compared to 8.2% in 2014.
- 3.2.81. The comparative nature of visitors to Westfield provides an indication that a low percentage of The London Resort visitors will travel by private vehicle from London. Westfield is located in a highly accessible location for public transport with high speed, national, overground rail services alongside the bus station and underground services. As part of promoting sustainable travel to Westfield Stratford, a "Getting Here" webpage was created in 2012 and has since received over 2 million hits.
- 3.2.82. It is fair to acknowledge that due to Westfields connectivity with the London public transport network the resulting mode shares are likely to favour non car modes regardless of the parking available and the accessibility to the road networks. Whilst it is likely that Westfield will enable better use of sustainable transport compared to The London Resort, it provides a useful source of information on the potential for travel via different modes from a London setting.



## 4 EXISTING RESORTS AND ATTRACTIONS REVIEWED - STAFF

### 4.1 INTRODUCTION

- 4.1.1. Similar to the visitor travel review, an exercise in determining the potential mode share for staff travel has been undertaken.
- 4.1.2. With a resort the size of The London Resort, staff travel and its potential impact on the local highway network could be a concern and therefore is worthy of an in-depth study. The review of existing attractions and how staff travel will give an indication of what modes could then be applied to The London Resort site. It should be noted however that staff travel differs from visitors in the fact that the site will have the ability to influence or control certain travel options. This will allow, where possible, for measures to be adopted early to ensure the uptake of sustainable transport choices are used from the onset.
- 4.1.3. As with visitors, certain sites in the London area have been reviewed, however as is evident in the research, the London transport network – with efficient bus, rail and tube services, is considered not to be fully comparable to The London Resort proposed site.
- 4.1.4. It is apparent that the level of data available for staff travel, in a detailed enough format, is not as abundant as for visitors. Therefore, all sites reviewed have been included within the analysis below and will be used to calculate a typical range of mode shares to be adopted. Table 4-1 below provides the list of sites that have been reviewed for the staff travel mode shares.

**Table 4-1: Sites and Attractions reviewed as part of TN1 – Staff Travel**

| ENTERTAINMENT<br>RESORTS | STADIA / ARENA | SHOPPING<br>CENTRES | AIRPORTS /<br>OTHER |
|--------------------------|----------------|---------------------|---------------------|
| Thorpe Park              | Twickenham     | Westfield London    | NEC Birmingham      |
| Chessington              | Leeds Arena    | Bluewater           | Stansted Airport    |
| Legoland Windsor Resort  | O2 Arena       |                     | Heathrow Airport    |

- 4.1.5. Whilst it's acknowledged that the above is not a definitive list of attractions and / or large trip attractors, all reviewed had information available that allowed for a review of the visitor mode shares and in some cases staff mode.

## EXISTING ENTERTAINMENT RESORTS

### Thorpe Park Staff Travel

- 4.1.6. Details on Thorpe Parks existing transport options are discussed within the visitor mode analysis. To understand staff modes, since October 2009 all seasonal and permanent staff have been asked to complete a travel questionnaire to identify the existing modal split of staff and the alternative modes of transport that are occasionally used for travel to work. The most recent published results (2014) saw 238 responses across permanent and seasonal staff, a response rate of 17%. The results (modal split) for 2014 are shown in Table 4-2.

**Table 4-2: Thorpe Park Report – Staff Modal Split (2014 Results)**

| MODE                                              | THORPE PARK RESORT (STAFF) |
|---------------------------------------------------|----------------------------|
| Car Driver (SOV)                                  | 56%                        |
| Car Driver (with other staff)                     | 6                          |
| Car Passenger (with other staff)                  | 6%                         |
| Car Passenger (with non-Thorpe Park Resort staff) | 9%                         |
| Walk                                              | 3%                         |
| Bicycle                                           | 4%                         |
| Motorcycle / scooter                              | 0%                         |
| Bus                                               | 10%                        |
| Train and Bus                                     | 6%                         |
| Train and Walk                                    | 0%                         |
| Train and Taxi                                    | 0%                         |
| Train and lift from colleague                     | 0%                         |
| Taxi                                              | 0%                         |
| Other                                             | 0%                         |
| Total                                             | 100%                       |

Source: [http://www.merlingroups.com/downloads/geography\\_in\\_action\\_-\\_reference\\_sheets.pdf](http://www.merlingroups.com/downloads/geography_in_action_-_reference_sheets.pdf)

- 4.1.7. The staff breakdown indicates a reliance on private vehicles to access the site, the main reason for which was stated to be convenience. As discussed within the visitor analysis, the lack of connections and proximity to public transport appears to limit use of these modes for staff travel. A small number of staff are shown to cycle or walk to the site, which due to the accessibility of the park is considered to be positive.
- 4.1.8. The Thorpe Park data is fairly comprehensive and offers some useful data for comparison purposes. The accessibility suggests that there is a much higher bias towards car travel than would be expected to be achieved at The London Resort thus this data is likely to be very robust compared to The London Resort proposals.

## Chessington Staff Travel

- 4.1.9. To inform the Travel Plan, a questionnaire was created to gather data on the travel behaviour and of staff. The staff travel survey was distributed by Chessington World of Adventures Resort's Travel Plan Coordinator during August 2012. A total of 334 responses were received which was made up of 189 full time staff 145 part time staff, representing a 40% response rate. The results are shown in Table 4-3.

**Table 4-3: Chessington World of Adventures – Staff Modal Split**

| MODE                | CHESSINGTON WORLD OF ADVENTURES (STAFF) |
|---------------------|-----------------------------------------|
| Car (SOV)           | 59%                                     |
| Car Share           | 8%                                      |
| Cycle               | 3%                                      |
| Walk                | 6%                                      |
| Train               | 11%                                     |
| Bus                 | 12%                                     |
| Motorbike / Scooter | 1%                                      |
| Taxi                | 0%                                      |
| Total               | 100%                                    |

Source: Chessington World of Adventures Resort's Travel Plan (Atkins, 2013)

- 4.1.10. As shown above, of those staff surveyed in 2012, the majority (67%) stated that their main mode of travel to work (defined as consisting of more than 50% of the journey time) was by private car, including 8% that car share. The two other largest modes of travel were by bus (12%) and train (11%) respectively. There was also a smaller percentage that walked (6%) and cycled (3%), and 1% that travelled by taxi.
- 4.1.11. The results indicate that 23% of staff arrived at the site by public transport, even though the site has a relatively low accessibility level which highlights the importance of public transport not only for visitors, but also staff. The information available outlines that there have been aims to reduce the dependency of the car for staff by improving the public transport information, combined ticketing, flexible working and teleconferencing.
- 4.1.12. As with Thorpe Park, whilst the data for Chessington is useful, the travel options available for the site mean that the staff travel pattern is unlikely to be similar to those at THE LONDON RESORT.

## Legoland Staff Travel

- 4.1.13. Whilst there is limited information on visitor mode share at Legoland Windsor, the site has undertaken a series of staff surveys for a number of years which are collated into annual monitoring reports.
- 4.1.14. From the information available, it is known that the staffing patterns are seasonal. Whilst the hotel is operational year-round, the main park is subject to closures from November to March. In 2012 and all staff (park and hotel) were surveyed, whereas in 2013 only hotel and permanent staff were surveyed and in 2014 / 2015 just the hotel staff were surveyed. This limits the ability to complete any

yearly comparison, as it is likely that resort staff and hotel staff will have different shift patterns and start times.

- 4.1.15. Table 4-4 provides the results of the multi-modal staff surveys of Legoland. The information for 2012 did not break down the car share, and so has been reported as one figure. Also, within the table are the 2015 and 2016 target mode shares.

**Table 4-4 Legoland Windsor Resort – Staff Modal Split**

| MODE                 | LEGOLAND WINDSOR RESORT (ALL STAFF) – 2012 | LEGOLAND WINDSOR RESORT (HOTEL / PERM) - 2013 | LEGOLAND WINDSOR RESORT (HOTEL STAFF) - 2014 | LEGOLAND WINDSOR RESORT (HOTEL STAFF) 2015 | 2015 TARGET | 2016 TARGET |
|----------------------|--------------------------------------------|-----------------------------------------------|----------------------------------------------|--------------------------------------------|-------------|-------------|
| Car Share: Driver    | 62.15%                                     | 5.56%                                         | 6.5%                                         | 5.75%                                      | 16%         | 18%         |
| Car Share: Passenger |                                            | 11.11%                                        | 14.63%                                       | 9.28%                                      | 19%         | 16%         |
| SOV                  |                                            | 62.04%                                        | 34.96%                                       | 43.98%                                     | 20%         | 18%         |
| Train                | 5.49%                                      | 0.00%                                         | 4.07%                                        | 5.29%                                      | 7%          | 7.5%        |
| Walk                 | 4.12%                                      | 7.41%                                         | 10.57%                                       | 6.96%                                      | 4%          | 4%          |
| Bicycle              | 4.98%                                      | 5.56%                                         | 4.88%                                        | 13.38%                                     | 6.5%        | 7%          |
| Motorcycle / Scooter | 2.66%                                      | 2.78%                                         | 4.07%                                        | 0.88%                                      | 2.5%        | 2.5%        |
| Bus                  | 18.11%                                     | 3.70%                                         | 13.82%                                       | 11.78%                                     | 22%         | 26%         |
| Taxi                 | 2.49%                                      | 1.85%                                         | 6.5%                                         | 2.68%                                      | 1%          | 1%          |
| TOTAL                | 100%                                       | 100%                                          | 100%                                         | 100%                                       | 100%        | 100%        |

Source: [http://www.rbwm.gov.uk/public/transparency\\_legoland\\_annual\\_travel\\_plan\\_2015.pdf](http://www.rbwm.gov.uk/public/transparency_legoland_annual_travel_plan_2015.pdf)

- 4.1.16. As indicated within the table, the use of private car has increased from 56.09% to 59.01% since the 2014 survey. The share of single occupancy car drivers has increased to 43.98%, while car sharing decreased to 5.75% and 9.28% for drivers and passengers respectively. The travel plan monitoring report outlines that due to the relatively low unemployment figures for Windsor, the majority of seasonal staff commute from over five miles away, which in turn has made travel by sustainable modes, specifically walking, cycling and public transport use, less feasible.
- 4.1.17. The resulting car mode (totalling all types) for staff travel equates to 59.01% in 2015 (hotel staff) and 62.15% in 2012 for all staff. Noticeably, there is a continuous high use of bus, suggesting that a considerable number of employees live locally. This is confirmed within the monitoring report, where it states that the distance travelled for staff is as follows:
- Distance travelled <5miles (from total responses) –36.63%
  - Distance travelled >5miles (from total responses) –66.37%
- 4.1.18. This is useful as it is likely that The London Resort proposals will look to promote local employment, which combined with the local public transport opportunities, is likely to suggest that the site will have higher numbers of staff using rail or bus. Technical Note 2 details and outlines the expected Staff distribution to the Resort.

## STADIA / ARENA

### Twickenham Stadium

- 4.1.19. As part of the South Stand Development at Twickenham in September 2002 a staff non major event day travel plan was compiled. This Travel Plan was further revised by the Rugby Football Unions (RFU) Transport Consultants in 2003 and as part of the East Stand Extension, the RFU have undertaken an updated Staff Travel Survey in order to ascertain what transport modes are used by Non Major Event Day Staff to travel to and from the Stadium.
- 4.1.20. A travel survey was distributed amongst 300 RFU staff. The available data suggests that 185 responses had been obtained (62% response).
- 4.1.21. Table 4-5 below shows the results of a 2016 staff travel survey for a non-major event day.

**Table 4-5 Staff Travel Survey**

| MODE                        | RESPONSES | %    |
|-----------------------------|-----------|------|
| Car Driver (alone)          | 92        | 50%  |
| Car Driver (with passenger) | 8         | 4%   |
| Car Passenger               | 2         | 1%   |
| Motorcycle                  | 4         | 2%   |
| Bus                         | 6         | 3%   |
| Tube                        | 1         | 1%   |
| Rail                        | 36        | 20%  |
| Bike & Rail                 | 2         | 1%   |
| Bicycle                     | 6         | 3%   |
| Foot                        | 28        | 15%  |
| Total                       | 185       | 100% |

Source: [http://www.richmond.gov.uk/eia\\_east\\_stand\\_staff\\_travel\\_survey.pdf](http://www.richmond.gov.uk/eia_east_stand_staff_travel_survey.pdf)

- 4.1.22. From the data reviewed it can be seen that 54% of staff use the private car to access the Stadium on Non Major Event Days. The most popular non-car modes are rail (20%) and travel by foot (15%) which account for 35% of all travel.
- 4.1.23. It is not demonstrated what occurs during a major event, where it is assumed likely that either management techniques or clashes with visitor numbers require staff to utilise higher numbers of public transport modes.

### Leeds Arena Staff Travel

- 4.1.24. The Leeds Arena Travel Plan included information on staff modal split and has been reviewed as part of this exercise. The data available outlined that the survey was for an evening event, and as such may not be comparable to the daily staff profiles at The London Resort, however provides a useful understanding of potential trip patterns. The modal split data is shown in Table 4-6 below;

**Table 4-6: Leeds Arena - Staff Modal Split**

| MODE OF TRANSPORT | EVENING EVENT |
|-------------------|---------------|
| Car               | 58%           |
| Bus               | 12%           |
| Rail              | 15%           |
| Taxi              | 6%            |
| Walk / Cycle      | 9%            |

Source: Leeds Arena Travel Plan, (2009)

- 4.1.25. Whilst there is still dominance of private vehicle use, the site benefits from strong public transport use. It should be noted that in calculating the car modal use, the travel plan has used car occupancy of 1.1 per vehicle for staff.
- 4.1.26. The data suggests that the availability of the two 24hr car parks allows staff to use private car as a predominant travel mode over public transport. Considering the sites location, and the relative distance from the rail station, the sites ability to attract 15% of staff to use rail suggests that this is a key element in promoting non-car-based travel.

### The O2 Arena Staff Travel

- 4.1.27. The O2 developed a Travel Plan that set 98 stretching targets, agreed with the London Borough of Greenwich in May 2007. One of the key targets was that 75% of customers and 90% of staff would travel to the venue by non-car modes. Staff targets also included a catchment target for employees (employ 40% of staff from within the Borough) and setting up a Staff Travel Plan Forum and Bicycle User Group.
- 4.1.28. As part of the monitoring plans within the Travel Plan, the staff travel to the site was also recorded. Table 4-7 below provides the TP targets alongside the findings of the 2007-2009 study.

**Table 4-7: The O2 Arena - Staff Modal Split**

| MODE       | TRAVEL PLAN TARGET (STAFF) | STAFF TRAVEL |
|------------|----------------------------|--------------|
| Car        | 7%                         | 5%           |
| Motorcycle | 1%                         | <1%          |
| Taxi       | 1%                         | 1%           |
| Bus        | 52%                        | 33%          |
| Tube       | 30%                        | 59%          |
| Coach      | n/a                        | n/a          |
| Cycle      | 5%                         | <1%          |
| Walk       | 3%                         | 2%           |
| River      | 1%                         | <1%          |
| Total      | 100%                       | 100%         |

Source: <https://www.tfl.gov.uk/cdn/static/cms/documents/cs-the-o2.pdf>



- 4.1.29. It is observed from the survey results that 95% of staff travel by non-car modes. This was achieved, in part, by investing in the Thames Clippers service, mitigation of the Jubilee Line upgrade and two new bus routes and three new routes going 24-hours. Whilst obviously the O2s London location lends itself to public transport with several well connecting integrated services, it demonstrates that when presented with alternatives to car, staff will use these to get to the site.

## SHOPPING CENTRES

### Bluewater Staff Travel

- 4.1.30. Neither the Travel Plan accompanying the 2011 TA or the 2016 application have any up to date completed staff surveys, therefore alternative sources of information on staff travel patterns have been found, based on a historic case study of the travel plan management strategies for staff travel.
- 4.1.31. Within the case study report, it stated that benchmarking surveys were carried out, and that people living and working within Kent Thameside were used as the basis for comparison. (Those working outside Kent Thameside were excluded, due to the bias that would be created by rail commuters to London). The staff modal split is shown below in Table 4-8.

**Table 4-8: Bluewater Shopping Centre – Staff Modal Split**

| MODE            | BENCHMARKING<br>(PRE 1999) | STAFF TRAVEL SURVEY (MAY 2000) |
|-----------------|----------------------------|--------------------------------|
| Car driver      | 79%                        | 39%                            |
| Car passenger   | -                          | 7%                             |
| 'Kiss and ride' | -                          | 10%                            |
| Bus             | 19%                        | 34%                            |
| Train           | -                          | 8%                             |
| Cycle           | 2%                         | 0.8%                           |
| Walk            | -                          | 2%                             |

Source: [http://usf-cuttr.custhelp.com/app/answers/detail/a\\_id/2887/~/-/case-study%3A-bluewater-\(uk\)](http://usf-cuttr.custhelp.com/app/answers/detail/a_id/2887/~/-/case-study%3A-bluewater-(uk))

- 4.1.32. These data highlight the fact that only 39% of staff drive to work. Meanwhile, 42% of staff arrives by public transport, which is considerably higher than the benchmark expectation of only 19%.
- 4.1.33. Prior to August 2000, at busy times, there were typically about 1,700 staff cars on site (about 31 per 100 staff). There are now about 2,350 (43 per 100 staff). Benchmarking suggested that there would be 3,800 cars (69 per 100 staff suggesting a 1.45 occupancy).
- 4.1.34. As part of the proposals to re-develop the West Village (planning application 12/01464/OUT), the Travel Plan submitted outlined that the 2011 travel surveys were to be used as a base to predict the forecast staff travel. Once the West Village has been redeveloped and is operational, a full travel survey of employees at the site will be carried out to determine a modal split. Therefore, a predicted staff car driver mode share of 64.3% was recorded. However, as this uses the visitor survey results, it is unclear as to whether the staff actually travel in this manner.

- 4.1.35. Taken from the Travel Plan<sup>9</sup>, “The primary purpose of the report is to limit unnecessary or unsustainable car journeys (particularly those with single occupants) to and from the West Village. While increasing levels of sustainable modes are important, specific targets for these modes are not entirely necessary as car use reduction is the main objective.”

### Westfield Staff Travel

- 4.1.36. Within the Transport Statement supporting the planned extension in 2012, information was gathered on the staff profiles at the shopping centre. The staff catchment information revealed a small bias towards longer distance travel, highlighting that a site of suitable size will attract users from a varied area:

- 13% of employees were Hammersmith & Fulham residents, which equates to over 1,000 employees from the borough, which is in line with projections based on other retail destinations.
- 41% of employees live within the six Boroughs of Hammersmith & Fulham, Kensington & Chelsea, Ealing, Brent, Hounslow and Westminster.
- 55% of employees live within the 12 boroughs of West London.

Source: <http://democracy.lbhf.gov.uk/documents/s26906/Westfield%20Report.pdf>

- 4.1.37. The information also contained a staff modal split, taken from a survey completed in January 2012, Table 4-9 below shows the modal breakdown.

**Table 4-9: Westfield London – Staff Modal Split**

|             | STAFF MODE (JANUARY 2012) |
|-------------|---------------------------|
| Car         | 4%                        |
| Motorcycle  | 1%                        |
| Taxi / Lift | 1%                        |
| Rail        | 12%                       |
| Bus         | 23%                       |
| Underground | 50%                       |
| Walk        | 8%                        |
| Other       | 1%                        |

Source: [http://public-access.lbhf.gov.uk/online-applications/files/321427315E44B368DC169F91164B81C7/pdf/2013\\_01074\\_FUL-TRANSPORT\\_STATEMENT\\_-\\_PART\\_2-1024105.pdf](http://public-access.lbhf.gov.uk/online-applications/files/321427315E44B368DC169F91164B81C7/pdf/2013_01074_FUL-TRANSPORT_STATEMENT_-_PART_2-1024105.pdf)

- 4.1.38. Similar to the visitor mode breakdown, the staff trips are shown to predominantly use the London underground system and bus network, highlighting the sustainable location of the site.

<sup>9</sup> [http://publicaccess.dartford.gov.uk/online-applications/files/D779F53510DECFD230677F3C4111D68E/pdf/12\\_01464\\_OUT-TRANSPORT\\_APPX\\_PART\\_1-102696236.pdf](http://publicaccess.dartford.gov.uk/online-applications/files/D779F53510DECFD230677F3C4111D68E/pdf/12_01464_OUT-TRANSPORT_APPX_PART_1-102696236.pdf) - Planning Ref 12/01464/OUT

- 4.1.39. Whilst it is useful to understand staff travel at a destination such as Westfield, as with all the other sites located in central London, the mode share information available identifies the bias towards public transport. Whilst THE LONDON RESORT will look, where possible, to utilise public transport, it is acknowledged and practical to assume that staff will have a higher use of private vehicle than those located within the capital.

## AIRPORTS / OTHER

### NEC Birmingham Staff Travel

- 4.1.40. Included with the NEC Birmingham TA, the NEC provided 2009 staff travel survey data (see Appendix D of the TA) which detailed the mode of travel for staff at the NEC. The survey results outline that in total 448 staff responded, although only 413 contained valid modal share responses. Of the 413 valid responses 95 staff indicated that their main travel mode was sustainable (either car share, train, bus, cycle or walk) with the remaining 318 indicating that they drove to the NEC as their main form of transport. This equates to the existing staff exhibiting a 23% sustainable transport mode share, with 77% recorded as using a non-sustainable mode of transport.
- 4.1.41. The information available has been presented in Table 4-10 below;

**Table 4-10: NEC Birmingham Staff Travel Information**

| MODE                                            | NEC TRAVEL SURVEY DATA (2009) |
|-------------------------------------------------|-------------------------------|
| No. Of Surveys Returned                         | 448                           |
| Staff responses with no mode data               | 33                            |
| Staff responses with conflicting data           | 2                             |
| Staff using sustainable modes                   | 95                            |
| Staff using Cars                                | 318                           |
| Percentage of Staff using sustainable modes     | 23%                           |
| Percentage of Staff using non-sustainable modes | 77%                           |

Source: Appendix D of NEC Birmingham TA (2011)

- 4.1.42. The available data does not provide enough information on the travel choices adopted by the NEC staff. As such it is difficult to fully ascertain how or why staff have chosen certain modes and how comparable the data is to The London Resort site. It should also be noted that within the visitor mode share information, only certain sites were surveyed, so it is unclear if the above staff information has captured all staff at the site or from a select unit.

### Heathrow Staff Travel

- 4.1.43. Aside from the Visitor Sustainable Transport Plan, Heathrow Airport adopts a Commuter team which helps anyone who works at Heathrow with discount travel products, travel advice and information.

- 4.1.44. Over 76,000 people work at Heathrow, and every five years, a full employment survey is carried out which includes a section on travel to work. The latest survey was completed in 2013. The survey confirmed that most airport staff live in the local area, with Hounslow and Hillingdon providing the greatest number of airport employees.
- 4.1.45. Airport operations require many staff to work shift patterns. As a result, staff report for work earlier (and later) than they would for a typical employment site. Since many public transport services do not run, or are infrequent, early in the morning and late at night, this presents additional challenges. Other staff members, such as cabin crew, have irregular travel patterns. They travel to the airport infrequently and carry baggage which makes the use of public transport more difficult.
- 4.1.46. The results of the 2008 and 2013 staff surveys, and the corresponding modal share, is outlined below in Table 4-11.

**Table 4-11: Heathrow - Staff Modal Split**

| MODE                      | HEATHROW TRAVEL TO WORK DATA (2008) | HEATHROW TRAVEL TO WORK DATA (2013) |
|---------------------------|-------------------------------------|-------------------------------------|
| Car Driver (Alone)        | 61.4%                               | 50.9%                               |
| Car Sharer                | 6.7%                                | 2.7%                                |
| Public Bus / Coach        | 15.7%                               | 25.0%                               |
| Underground               | 6.0%                                | 9.4%                                |
| Air                       | 4.2%                                | 5.4%                                |
| Work Bus                  | 2.2%                                | 0.9%                                |
| Motorcycle                | 1.3%                                | 1.1%                                |
| Pedal Cycle               | 0.9%                                | 0.8%                                |
| Rail                      | 1.1%                                | 1.8%                                |
| Walked from Home          | 0.3%                                | 0.6%                                |
| Hotel Bus / Hoppa / Other | 0.2%                                | 1.4%                                |
| Total                     | 100%                                | 100%                                |

Source: [http://www.heathrowairport.com/static/HeathrowAboutUs/Downloads/PDF/Sustainability/Heathrow\\_STP\\_inter.pdf](http://www.heathrowairport.com/static/HeathrowAboutUs/Downloads/PDF/Sustainability/Heathrow_STP_inter.pdf)

- 4.1.47. The most recent survey data suggest that just over 50% of staff travel to Heathrow by car alone. The strength of having available public transport for staff use is highlighted in the high mode shares for Bus (25%). When combined with underground and rail travel, public transport trips equate for approximately 36% of staff travel.
- 4.1.48. Whilst Heathrow Airport is highly accessible from the Strategic Road Network (M25 and M4) parking availability and surrounding restrictions contribute to sustainable travel patterns. Like other land uses any comparisons with The London Resort should be considered with care but the data provides very helpful staff travel information reflecting a range of skilled and unskilled profession broadly comparable with The London Resort.

## Stansted Staff Travel

- 4.1.49. Stansted Airports Sustainable Development Plan provides an insight into the way staff travel to the site and has adopted a survey every two years to monitor progress. Although not as detailed as the passenger survey, a similar performance of public transport trips can be observed in the way that airport employees travel to work. Table 4-12 shows the modal shares recorded from 2002 to 2013:

**Table 4-12: Stansted - Staff Modal Split**

| MODE             | 2002/3 | 2005  | 2007  | 2009  | 2011  | 2013  |
|------------------|--------|-------|-------|-------|-------|-------|
| Car Driver       | 87.6%  | 78.6% | 73.1% | 71.7% | 69.9% | 68.8% |
| Car Passenger    | 4.1%   | 5.5%  | 6.3%  | 6.4%  | 7.1%  | 5.7%  |
| Public Transport | 7.0%   | 12.6% | 16.4% | 18.3% | 19.8% | 22.8% |
| Other            | 1.3%   | 3.2%  | 4.2%  | 3.6%  | 3.2%  | 2.7%  |

Source: CAA survey 2013 (figures rounded) - <http://www.stanstedairport.com/media/1220647/sustainable-development-plan-surface-access-online-The-London-Resort-20.08.14.pdf>

- 4.1.50. As shown in the results, public transport use has increased from 7% to 23% throughout the last 10 years (3% increase in the last two years). Car Driver and Passenger equate for 74.5% of the modal share, which could be explained in part by the irregular shift patterns observed within airports.
- 4.1.51. Whilst Stanstead Airport is highly accessible from the Strategic Road Network (M11) parking availability and surrounding restrictions contribute to particular travel patterns (kiss and fly) that would be much less likely at The London Resort site. Like other land uses any comparisons with The London Resort should be considered with care but what it does reveal is that proximity to a high-speed rail terminus adjacent the airport, even without an integrated ticket arrangement for visitors, contributes to a 22-24% rail mode share.

# Appendix B

CALCULATION OF 2025, 2029 AND  
2038 MODE SHARES





## APPENDIX B

### 1.1 CALCULATION OF VISITOR VEHICLE MODE SHARE

- 1.1.1. Using 2025 year and 85<sup>th</sup> percentile day as a worked example, the below process has been applied. The spreadsheet outputs for all three assessment years and days types are attached to the bottom of this text.

#### RESORT ELEMENT

- 1.1.2. Each element of The London Resort has an arrival and departure profile. This was provided by ProFun and is discussed further in TN1.
- 1.1.3. Using the Day of Travel percentages from TN2, summarised in Table 1 below, the arrival / departure profiles are split into those visitors from London and Non-London

**Table 1: London / Non-London Split**

|                   | 85th Percentile Day |            |
|-------------------|---------------------|------------|
|                   | London              | Non-London |
| <b>Main Gate</b>  | 45%                 | 55%        |
| <b>RD&amp;E</b>   | 53%                 | 47%        |
| <b>Water Park</b> | 55%                 | 45%        |
| <b>Events</b>     | 45%                 | 55%        |
| <b>Hotels</b>     | 68%                 | 32%        |

- 1.1.4. Each resort element is shown with the following;
- Visitors Arrival / Departure – From London
  - Visitors Arrival / departure – From Non-London
- 1.1.5. For the London trips only, we can apply the **32% Vehicle mode share** based on the evidence discussed further in TN3.
- 1.1.6. Creates a number of visitors from London that are using vehicles.
- 1.1.7. Applying the below vehicle occupancies, you can calculate the number of actual vehicles (not just visitors) by car
- Private Vehicle = 3
  - Coach = 30\*

*\*Coach assessed as under-occupied for robustness*

- 1.1.8. Using the arrival / departure profiles – you can create an accumulation profile for the visitors traveling by vehicle to The London Resort.

- 1.1.9. Knowing the max car park occupancy number, you can subtract the London vehicles from that number. The max car park numbers have been calculated as shown in Table 2 below;

**Table 2: Max Car Park Size in 2025**

| Car Park Size 2025                      |       |
|-----------------------------------------|-------|
| Main Visitor Car Park                   | 5,000 |
| Hotel Car Park                          | 690   |
| Main Visitor Car Park (Hotel Separated) | 4,310 |
| 5% Additional Space                     | 216   |
| Main Visitor -5% of Spaces              | 4,095 |
| Staff Car Park                          | 500   |

*5% Applied to account for circulation and space finding*

- 1.1.10. Accounting for circulation space and the Hotel car park, the max number of parking spaces available totals 4,785 (4,095 plus 690). The calculations for 2029 and 2038 are shown in the below spreadsheets as well.
- 1.1.11. Once the private vehicle numbers from London are known, subtracting that from this total creates the maximum accumulation number for Non-London trips.
- 1.1.12. By applying private vehicle percentages to the Non-London trips, you can calculate the mode share required to meet this maximum car park occupancy number when combined with London trips.

### **COACH PARKING**

- 1.1.13. The max parking for Coach is 200 spaces. As shown above an occupancy of 30 per coach has been used to calculate the vehicles required to fill this parking (or create the maximum number of vehicles on the network if the max parking isn't met).
- 1.1.14. If the private vehicles mode share results in a high percentage to create a max car park occupancy, then obviously people will not travel via coach, so as shown in the calculations there are instances where coach travel does not result in the maximum parking level being reached.

## **1.2 FURTHER ASSUMPTIONS USED IN THE CALCULATIONS**

### **Hotel**

- 1.2.1. No coach travel is applied to the Hotel numbers, only Private Vehicle and Other modes.
- 1.2.2. The previous night vehicles parked are accounted for in the car parking accumulation profile.

### **Coach**

- 1.2.3. Coach numbers have been rounded up to the nearest whole number.

### **Parking Accumulation**

- 1.2.4. Due to the size of the car park and travel distances from the resort entrance to the parking areas it was considered appropriate to allow for a longer exit time for visitors. Therefore, in the accumulation profile, the previous hour departures are used (assuming that visitors will depart in the next hour as a worst case).

## **1.3 SPREADSHEET OUTPUTS**

- 1.3.1. The following spreadsheet output are attached.

- 2025 – Average Day
- 2025 – 85<sup>th</sup> Percentile Day
- 2025 – Peak Day
- 2029 – Average Day
- 2029 – 85<sup>th</sup> Percentile Day
- 2029 – Peak Day
- 2038 – Average Day
- 2038 – 85<sup>th</sup> Percentile Day
- 2038 – Peak Day

- 1.3.2. The spreadsheets interlink with data from ProFun. It should be noted that due to rounding errors on some of the calculations, the exact parking numbers may differ slightly, however the mode shares shown are based on achieved maximum



| Car Park Size 2025         | 5000 |
|----------------------------|------|
| Main Visitor Car Park      | 4310 |
| Hotel Car Park             | 690  |
| 5% Additional Space        | 216  |
| Main Visitor -5% of Spaces | 4095 |
| Staff Car Park             | 500  |

| Car Park Size 2029         | 7500 |
|----------------------------|------|
| Main Visitor Car Park      | 6435 |
| Hotel Car Park             | 1065 |
| 5% Additional Space        | 322  |
| Main Visitor -5% of Spaces | 6113 |
| Staff Car Park             | 500  |

| Car Park Size 2038         | 10000 |
|----------------------------|-------|
| Main Visitor Car Park      | 8935  |
| Hotel Car Park             | 1065  |
| 5% Additional Space        | 447   |
| Main Visitor -5% of Spaces | 8488  |
| Staff Car Park             | 500   |

#### Notes

The Main Visitor CP will be split between Tilbury and the Main Gate  
Tilbury CP will account for 25% of Main Visitor Car Park

Assumed no circulation spaces to be provided at the Hotel as each space will be designated for the Hotel guest  
The Staff Car Park will include spaces for the hotel staff

|                 |                     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|-----------------|---------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| MAIN<br>GATE    | Non-London Arrivals |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| MAIN<br>GATE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Non-London Arrivals                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <table><tr><td></td><td>Before 08:00</td><td>08:00-09:00</td><td>09:00-10:00</td><td>10:00-11:00</td><td>11:00-12:00</td><td>12:00-01:00</td><td>01:00-02:00</td><td>02:00-03:00</td><td>03:00-04:00</td><td>04:00-05:00</td><td>05:00-06:00</td><td>06:00-07:00</td><td>07:00-08:00</td><td>08:00-09:00</td><td>09:00-10:00</td><td>10:00-11:00</td><td>11:00-12:00</td><td></td></tr><tr><td>Total People</td><td>0</td><td>0</td><td>922</td><td>1959</td><td>1729</td><td>1613</td><td>1844</td><td>1383</td><td>1152</td><td>922</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr></table> |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              | Before 08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 |              | Total People | 0 | 0   | 922  | 1959 | 1729 | 1613 | 1844 | 1383 | 1152 | 922 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
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| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| London Arrivals                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <table><tr><td></td><td>Before 08:00</td><td>08:00-09:00</td><td>09:00-10:00</td><td>10:00-11:00</td><td>11:00-12:00</td><td>12:00-01:00</td><td>01:00-02:00</td><td>02:00-03:00</td><td>03:00-04:00</td><td>04:00-05:00</td><td>05:00-06:00</td><td>06:00-07:00</td><td>07:00-08:00</td><td>08:00-09:00</td><td>09:00-10:00</td><td>10:00-11:00</td><td>11:00-12:00</td><td></td></tr><tr><td>Total People</td><td>0</td><td>0</td><td>762</td><td>1619</td><td>1428</td><td>1333</td><td>1524</td><td>1143</td><td>952</td><td>762</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr></table> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   | Before 08:00 | 08:00-09:00  | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 |             | Total People | 0            | 0 | 762 | 1619 | 1428 | 1333 | 1524 | 1143 | 952  | 762  | 0   | 0 | 0 | 0 | 0 | 0 | 0 | 0 |   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Before 08:00                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 08:00-09:00  | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| Total People                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0            | 762         | 1619        | 1428        | 1333        | 1524        | 1143        | 952         | 762         | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div><div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |
| <div>&lt;</div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |              |              |   |     |      |      |      |      |      |      |      |     |   |   |   |   |   |   |   |   |

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NOTE: OCCUPANCIES NOT BEEN APPLIED

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| MAIN<br>GATE    | Non-London Arrivals |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| London Arrivals |                     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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NOTE: OCCUPANCIES NOT BEEN APPLIED

## ACCUMULATION

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NOTE: OCCUPANCIES NOT BEEN APPLIED

### Non-London Arrivals

PEOPLE

NOTE: OCCUPANCIES NOT BEEN APPLIED

### All Arrivals

ALL VEHICLES

### All Arrivals

All PEOPLE

### Occupancies

## ALL VEHICLES

## ELEMENTS

## ACCUMULATION

ALL VEHICLES

## ACCUMULATION

ALL VEHICLES

## ACCUMULATION

ALL VEHICLES

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### Non-London Departures

### All Departures

ALL

### All Departures

All

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## ELEMENTS

|              |                     |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |  |
|--------------|---------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|--|
| MAIN<br>GATE | Non-London Arrivals |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |  |
|              |                     | Before<br>08:00 | 08:00-<br>09:00 | 09:00-<br>10:00 | 10:00-<br>11:00 | 11:00-<br>12:00 | 12:00-<br>01:00 | 01:00-<br>02:00 | 02:00-<br>03:00 | 03:00-<br>04:00 | 04:00-<br>05:00 | 05:00-<br>06:00 | 06:00-<br>07:00 | 07:00-<br>08:00 | 08:00-<br>09:00 | 09:00-<br>10:00 | 10:00-<br>11:00 | 11:00-<br>12:00 |  |
|              | Total People        | 0               | 0               | 779             | 1655            | 1461            | 1363            | 1558            | 1169            | 974             | 779             | 0               | 0               | 0               | 0               | 0               | 0               | 0               |  |
|              |                     |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |  |
|              | London Arrivals     |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |  |
|              | Before<br>08:00     | 08:00-<br>09:00 | 09:00-<br>10:00 | 10:00-<br>11:00 | 11:00-<br>12:00 | 12:00-<br>01:00 | 01:00-<br>02:00 | 02:00-<br>03:00 | 03:00-<br>04:00 | 04:00-<br>05:00 | 05:00-<br>06:00 | 06:00-<br>07:00 | 07:00-<br>08:00 | 08:00-<br>09:00 | 09:00-<br>10:00 | 10:00-<br>11:00 | 11:00-<br>12:00 |                 |  |
| Total People | 0                   | 0               | 693             | 1472            | 1299            | 1212            | 1385            | 1039            | 866             | 693             | 0               | 0               | 0               | 0               | 0               | 0               | 0               |                 |  |

|                |                     |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |  |
|----------------|---------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|--|
| SECOND<br>GATE | Non-London Arrivals |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |  |
|                |                     | Before<br>08:00 | 08:00-<br>09:00 | 09:00-<br>10:00 | 10:00-<br>11:00 | 11:00-<br>12:00 | 12:00-<br>01:00 | 01:00-<br>02:00 | 02:00-<br>03:00 | 03:00-<br>04:00 | 04:00-<br>05:00 | 05:00-<br>06:00 | 06:00-<br>07:00 | 07:00-<br>08:00 | 08:00-<br>09:00 | 09:00-<br>10:00 | 10:00-<br>11:00 | 11:00-<br>12:00 |  |
|                | Total People        | 0               | 0               | 290             | 615             | 543             | 507             | 579             | 434             | 362             | 290             | 0               | 0               | 0               | 0               | 0               | 0               | 0               |  |
|                |                     |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |  |
|                | London Arrivals     |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |  |
|                | Before<br>08:00     | 08:00-<br>09:00 | 09:00-<br>10:00 | 10:00-<br>11:00 | 11:00-<br>12:00 | 12:00-<br>01:00 | 01:00-<br>02:00 | 02:00-<br>03:00 | 03:00-<br>04:00 | 04:00-<br>05:00 | 05:00-<br>06:00 | 06:00-<br>07:00 | 07:00-<br>08:00 | 08:00-<br>09:00 | 09:00-<br>10:00 | 10:00-<br>11:00 | 11:00-<br>12:00 |                 |  |
| Total People   | 0                   | 0               | 258             | 547             | 483             | 451             | 515             | 386             | 322             | 258             | 0               | 0               | 0               | 0               | 0               | 0               | 0               |                 |  |

|       |                     |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
|-------|---------------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| RDE&E | Non-London Arrivals |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
|       |                     | Before 08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 |
|       | Total People        | 0            | 0           | 0           | 33          | 116         | 133         | 33          | 17          | 33          | 66          | 282         | 581         | 332         | 33          | 0           | 0           | 0           |
|       | London Arrivals     |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
|       |                     | Before 08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 |
|       | Total People        | 0            | 0           | 0           | 38          | 132         | 151         | 38          | 19          | 38          | 76          | 322         | 662         | 378         | 38          | 0           | 0           | 0           |

| WATER-PARK | Non-London Arrivals |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
|------------|---------------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|            |                     | Before 08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 |
|            | Total People        | 0            | 0           | 0           | 70          | 84          | 52          | 49          | 38          | 31          | 24          | 0           | 0           | 0           | 0           | 0           | 0           | 0           |
|            | London Arrivals     |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
|            |                     | Before 08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 |
|            | Total People        | 0            | 0           | 0           | 86          | 103         | 64          | 60          | 47          | 39          | 30          | 0           | 0           | 0           | 0           | 0           | 0           | 0           |

|        |                     |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |  |
|--------|---------------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--|
| EVENTS | Non-London Arrivals |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |  |
|        |                     | Before 08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 |  |
|        | Total People        | 0            | 0           | 0           | 43          | 85          | 94          | 43          | 9           | 17          | 34          | 111         | 256         | 145         | 17          | 0           | 0           | 0           |  |
|        | London Arrivals     |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |  |
|        |                     | Before 08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 |  |
|        | Total People        | 0            | 0           | 0           | 38          | 76          | 84          | 38          | 8           | 15          | 30          | 99          | 228         | 129         | 15          | 0           | 0           | 0           |  |
|        |                     |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |  |
|        |                     |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |  |
|        |                     |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |  |
|        |                     |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |  |

| Non-London Arrivals |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |  |
|---------------------|--------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--|
| ALL ELEMENTS        |              | Before 08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 |  |
|                     | Total People | 0            | 0           | 1069        | 2475        | 2436        | 2443        | 2703        | 2108        | 2006        | 1635        | 687         | 984         | 536         | 80          | 0           | 0           | 0           |  |
|                     |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |  |
| London Arrivals     |              |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |  |
|                     | Before 08:00 | 08:00-09:00  | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 |             |  |
| Total People        | 0            | 0            | 950         | 2208        | 2161        | 2097        | 2239        | 1702        | 1550        | 1289        | 555         | 958         | 534         | 67          | 0           | 0           | 0           |             |  |

|           |                       |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |  |
|-----------|-----------------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--|
| MAIN GATE | Non-London Departures |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |  |
|           |                       | Before 08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 |  |
|           | Total People          | 0            | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 974         | 1169        | 1169        | 1558        | 1363        | 1753        | 1753        | 0           |  |
|           | London Departures     |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |  |
|           |                       | Before 08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 |  |
|           | Total People          | 0            | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 866         | 1039        | 1039        | 1385        | 1212        | 1559        | 1559        | 0           |  |

|                |                       |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |  |
|----------------|-----------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|--|
| SECOND<br>GATE | Non-London Departures |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |  |
|                |                       | Before<br>08:00 | 08:00-<br>09:00 | 09:00-<br>10:00 | 10:00-<br>11:00 | 11:00-<br>12:00 | 12:00-<br>01:00 | 01:00-<br>02:00 | 02:00-<br>03:00 | 03:00-<br>04:00 | 04:00-<br>05:00 | 05:00-<br>06:00 | 06:00-<br>07:00 | 07:00-<br>08:00 | 08:00-<br>09:00 | 09:00-<br>10:00 | 10:00-<br>11:00 | 11:00-<br>12:00 |  |
|                | Total People          | 0               | 0               | 0               | 0               | 0               | 0               | 0               | 0               | 0               | 362             | 434             | 434             | 579             | 507             | 652             | 652             | 0               |  |
|                |                       |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |  |
|                | London Departures     |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |  |
|                | Before<br>08:00       | 08:00-<br>09:00 | 09:00-<br>10:00 | 10:00-<br>11:00 | 11:00-<br>12:00 | 12:00-<br>01:00 | 01:00-<br>02:00 | 02:00-<br>03:00 | 03:00-<br>04:00 | 04:00-<br>05:00 | 05:00-<br>06:00 | 06:00-<br>07:00 | 07:00-<br>08:00 | 08:00-<br>09:00 | 09:00-<br>10:00 | 10:00-<br>11:00 | 11:00-<br>12:00 |                 |  |
| Total People   | 0                     | 0               | 0               | 0               | 0               | 0               | 0               | 0               | 0               | 322             | 386             | 386             | 515             | 451             | 579             | 579             | 0               |                 |  |

|       |                       |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |  |
|-------|-----------------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--|
| RDE&E | Non-London Departures |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |  |
|       |                       | Before 08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 |  |
|       | Total People          | 0            | 0           | 0           | 0           | 0           | 0           | 33          | 116         | 133         | 33          | 17          | 33          | 66          | 282         | 581         | 332         | 33          |  |
|       | London Departures     |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |  |
|       |                       | Before 08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 |  |
|       | Total People          | 0            | 0           | 0           | 0           | 0           | 0           | 38          | 132         | 151         | 38          | 19          | 38          | 76          | 322         | 662         | 378         | 38          |  |

|            |                       |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
|------------|-----------------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| WATER-PARK | Non-London Departures |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
|            |                       | Before 08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 |
|            | Total People          | 0            | 0           | 0           | 0           | 0           | 0           | 0           | 14          | 24          | 52          | 66          | 98          | 94          | 0           | 0           | 0           | 0           |
|            |                       |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
|            | London Departures     |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
|            |                       | Before 08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 |
|            | Total People          | 0            | 0           | 0           | 0           | 0           | 0           | 0           | 17          | 30          | 64          | 81          | 120         | 116         | 0           | 0           | 0           | 0           |
|            |                       |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
|            |                       |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
|            |                       |              |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |





|                                               |                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
|-----------------------------------------------|-----------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---|
| MAIN<br>GATE                                  | Non-London Arrivals                           |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
|                                               | <div><div></div><div>Total People</div></div> |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
|                                               | Before 08:00                                  | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 0 |
|                                               | 0                                             | 0           | 1280        | 2720        | 2400        | 2240        | 2560        | 1920        | 1600        | 1280        | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0 |
|                                               | London Arrivals                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
| <div><div></div><div>Total People</div></div> |                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
|                                               | Before 08:00                                  | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 0 |
|                                               | 0                                             | 0           | 1138        | 2419        | 2134        | 1992        | 2276        | 1707        | 1423        | 1138        | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0 |

|                                               |                                               |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |   |
|-----------------------------------------------|-----------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|---|
| SECOND<br>GATE                                | Non-London Arrivals                           |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |   |
|                                               | <div><div></div><div>Total People</div></div> |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |   |
|                                               | Before<br>08:00                               | 08:00-<br>09:00 | 09:00-<br>10:00 | 10:00-<br>11:00 | 11:00-<br>12:00 | 12:00-<br>01:00 | 01:00-<br>02:00 | 02:00-<br>03:00 | 03:00-<br>04:00 | 04:00-<br>05:00 | 05:00-<br>06:00 | 06:00-<br>07:00 | 07:00-<br>08:00 | 08:00-<br>09:00 | 09:00-<br>10:00 | 10:00-<br>11:00 | 11:00-<br>12:00 |   |
|                                               | 0                                             | 0               | 476             | 1011            | 892             | 833             | 952             | 714             | 595             | 476             | 0               | 0               | 0               | 0               | 0               | 0               | 0               | 0 |
|                                               | London Arrivals                               |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |   |
| <div><div></div><div>Total People</div></div> |                                               |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |   |
|                                               | Before<br>08:00                               | 08:00-<br>09:00 | 09:00-<br>10:00 | 10:00-<br>11:00 | 11:00-<br>12:00 | 12:00-<br>01:00 | 01:00-<br>02:00 | 02:00-<br>03:00 | 03:00-<br>04:00 | 04:00-<br>05:00 | 05:00-<br>06:00 | 06:00-<br>07:00 | 07:00-<br>08:00 | 08:00-<br>09:00 | 09:00-<br>10:00 | 10:00-<br>11:00 | 11:00-<br>12:00 |   |
|                                               | 0                                             | 0               | 423             | 899             | 793             | 740             | 846             | 635             | 529             | 423             | 0               | 0               | 0               | 0               | 0               | 0               | 0               | 0 |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                  |   |   |    |     |     |    |    |    |     |     |     |     |    |   |   |   |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|----|-----|-----|----|----|----|-----|-----|-----|-----|----|---|---|---|--|
| RDE&E                                                                                                                                                                                                                                                                                                                                                                                                                                            | Non-London Arrivals                                                                                                                                                                                                                                                                                                                                                                                                                              |   |   |    |     |     |    |    |    |     |     |     |     |    |   |   |   |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <div><div>Total People</div><div><div>Before 08:00</div><div>08:00-09:00</div><div>09:00-10:00</div><div>10:00-11:00</div><div>11:00-12:00</div><div>12:00-01:00</div><div>01:00-02:00</div><div>02:00-03:00</div><div>03:00-04:00</div><div>04:00-05:00</div><div>05:00-06:00</div><div>06:00-07:00</div><div>07:00-08:00</div><div>08:00-09:00</div><div>09:00-10:00</div><div>10:00-11:00</div><div>11:00-12:00</div><div>0</div></div></div> |   |   |    |     |     |    |    |    |     |     |     |     |    |   |   |   |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                | 0 | 0 | 44 | 153 | 175 | 44 | 22 | 44 | 87  | 371 | 764 | 437 | 44 | 0 | 0 | 0 |  |
| London Arrivals                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                  |   |   |    |     |     |    |    |    |     |     |     |     |    |   |   |   |  |
| <div><div>Total People</div><div><div>Before 08:00</div><div>08:00-09:00</div><div>09:00-10:00</div><div>10:00-11:00</div><div>11:00-12:00</div><div>12:00-01:00</div><div>01:00-02:00</div><div>02:00-03:00</div><div>03:00-04:00</div><div>04:00-05:00</div><div>05:00-06:00</div><div>06:00-07:00</div><div>07:00-08:00</div><div>08:00-09:00</div><div>09:00-10:00</div><div>10:00-11:00</div><div>11:00-12:00</div><div>0</div></div></div> |                                                                                                                                                                                                                                                                                                                                                                                                                                                  |   |   |    |     |     |    |    |    |     |     |     |     |    |   |   |   |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                | 0 | 0 | 50 | 174 | 199 | 50 | 25 | 50 | 100 | 423 | 871 | 498 | 50 | 0 | 0 | 0 |  |

| WATER-PARK | Non-London Arrivals                           |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |  |
|------------|-----------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--|
|            | <div><div></div><div>Total People</div></div> |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |  |
|            | Before 08:00                                  | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 |  |
|            | 0                                             | 0           | 0           | 115         | 138         | 86          | 80          | 63          | 52          | 40          | 0           | 0           | 0           | 0           | 0           | 0           | 0           |  |
|            | London Arrivals                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |  |
|            | <div><div></div><div>Total People</div></div> |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |  |
|            | Before 08:00                                  | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 |  |
|            | 0                                             | 0           | 0           | 141         | 169         | 106         | 99          | 77          | 63          | 49          | 0           | 0           | 0           | 0           | 0           | 0           | 0           |  |
|            |                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |  |
|            |                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |  |

|        |                                    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
|--------|------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---|
| EVENTS | Non-London Arrivals                |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
|        | <div><div>Total People</div></div> |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
|        | Before 08:00                       | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 0 |
|        | 0                                  | 0           | 0           | 22          | 44          | 49          | 22          | 4           | 9           | 18          | 58          | 133         | 76          | 9           | 0           | 0           | 0           | 0 |
|        | London Arrivals                    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
|        | <div><div>Total People</div></div> |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
|        | Before 08:00                       | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 0 |
|        | 0                                  | 0           | 0           | 20          | 40          | 43          | 20          | 4           | 8           | 16          | 51          | 119         | 67          | 8           | 0           | 0           | 0           | 0 |

|        |                                    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
|--------|------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---|
| HOTELS | Non-London Arrivals                |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
|        | <div><div>Total People</div></div> |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
|        | Before 08:00                       | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 0 |
|        | 0                                  | 0           | 0           | 57          | 144         | 287         | 431         | 431         | 574         | 431         | 287         | 144         | 57          | 29          | 0           | 0           | 0           | 0 |
|        | London Arrivals                    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
|        | <div><div>Total People</div></div> |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
|        | Before 08:00                       | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 0 |
|        | 0                                  | 0           | 0           | 30          | 76          | 151         | 227         | 227         | 303         | 227         | 151         | 76          | 30          | 15          | 0           | 0           | 0           | 0 |

| Non-London Arrivals     |                         |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
|-------------------------|-------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---|
| ALL ELEMENTS            | <div></div>             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
|                         | <div>Total People</div> |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
|                         | Before 08:00            | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 0 |
|                         | 0                       | 0           | 1756        | 3969        | 3771        | 3669        | 4088        | 3154        | 2873        | 2332        | 716         | 1041        | 570         | 81          | 0           | 0           | 0           | 0 |
| London Arrivals         |                         |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
| <div></div>             |                         |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
| <div>Total People</div> |                         |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
| Before 08:00            | 08:00-09:00             | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 0           |   |
| 0                       | 0                       | 1561        | 3558        | 3386        | 3232        | 3518        | 2675        | 2375        | 1953        | 626         | 1065        | 595         | 73          | 0           | 0           | 0           | 0           |   |

|                                               |                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
|-----------------------------------------------|-----------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---|
| MAIN GATE                                     | Non-London Departures                         |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
|                                               | <div><div></div><div>Total People</div></div> |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
|                                               | Before 08:00                                  | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 0 |
|                                               | 0                                             | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 1600        | 1920        | 1920        | 2560        | 2240        | 2880        | 2880        | 0 |
|                                               | London Departures                             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
| <div><div></div><div>Total People</div></div> |                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
|                                               | Before 08:00                                  | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 0 |
|                                               | 0                                             | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 1423        | 1707        | 1707        | 2276        | 1992        | 2561        | 2561        | 0 |

|                |                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
|----------------|-----------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---|
| SECOND<br>GATE | Non-London Departures                         |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
|                | <div><div></div><div>Total People</div></div> |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
|                | Before 08:00                                  | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 0 |
|                | 0                                             | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 595         | 714         | 714         | 952         | 833         | 1071        | 1071        | 0 |
|                | London Departures                             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |   |
| Before 08:00   | 08:00-09:00                                   | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 12:00-01:00 | 01:00-02:00 | 02:00-03:00 | 03:00-04:00 | 04:00-05:00 | 05:00-06:00 | 06:00-07:00 | 07:00-08:00 | 08:00-09:00 | 09:00-10:00 | 10:00-11:00 | 11:00-12:00 | 0           |   |
| Total People   | 0                                             | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 529         | 635         | 635         | 846         | 740         | 952         | 952         | 0           |   |











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