

A TDM Programme for the Glasgow 2014 Games and beyond – the potential for legacy

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1 Introduction

The XX Commonwealth Games will be held from 23. July to 3rd August 2014. There will be 17 sports taking place across 14 venues in and around Glasgow, Edinburgh and Carnoustie. Approximately 6,500 athletes and officials from 71 competing nations and territories will take part in the Games. With up to 1 million spectator tickets available, the Games are an exciting opportunity for Glasgow.

The provision of safe, secure, reliable and accessible transport will be key in ensuring athletes, Games Family and spectators get to their events on time and that the people and businesses of Glasgow can keep moving.

This paper provides a brief overview of the transport plans for the Games before focusing in more detail on the Travel Demand Management (TDM) Programme for the Games and how the legacy of this has the potential to benefit Glasgow in future years.

2 Transport for the Games

The Transport Strategic Plan¹ outlines the transport objectives for the Games as well as providing information on planning and operations. The key points of the plan are summarised in this section to set the context for this paper. The Games Transport Strategy is focused on the delivery of three strategic objectives:

- Deliver safe, secure, reliable and accessible transport for the Games Family
- Provide fast, frequent, friendly and accessible transport for spectators
- Keep Glasgow moving during the Games

These are underpinned by three planning objectives:

- Provide a low carbon transport system for the Games
- Leave a positive legacy in terms of a continued mode shift towards sustainable modes of transport
- Provide a Games transport system that offers value for money

This paper is particularly concerned with the second planning objective of providing lasting mode shift towards sustainable modes beyond the Games.

These objectives rely on strong partnerships between a number of delivery partners in the lead up to and during the Games, including:

- Glasgow 2014 Limited
- Glasgow City Council
- Transport Scotland
- Strathclyde Partnership for Transport (SPT)
- Local Authorities hosting Games venues
- Network Rail
- Train Operating Companies
- Glasgow Airport Limited
- Bus operators
- Taxi operators
- Other Local Authorities
- Police Forces (including British Transport Police)

2.1 Spectator Transport

The spectator transport strategy is based around the concept of a 'Sustainable Transport First' Games. As such, there will be no parking at any of the venues, with the exception of a limited number of spaces for blue badge holders which must be booked in advance.

In support of this strategy each spectator ticket will provide funded travel on public transport in the local area on the day of the event. Additionally, parking and access controls will be strictly enforced in the streets surrounding venues in order to meet the Games transport objectives (through the Local Area Traffic Management and Parking Plans). Transport hubs and city centre shuttles will be used, allowing Low Emission Zones to be established.

2.2 Games Family Transport

Much of the transport strategy for the Games is built around the Games Family and its various client groups, most importantly the athletes and officials. In recognition of the significance of this client group, measures will be employed to ensure over 90% of athletes will be less than a 20 minute journey from their event, while 50% of the journey times will be under 10 minutes.

To meet the requirements of the Commonwealth Games Federation (CGF) as laid out in the Candidate City Manual, reliable and efficient transport for all accredited Games Family members will be delivered through use of a dedicated vehicle fleet made up of cars, buses, and coaches which will provide for each client group's own transportation requirements.

All members of the Games Family will have access to public transport systems within Glasgow and will be encouraged to make use of these whenever possible. In order to meet the transportation demands of the Games Family, a Games Route Network has been created. The Games Route Network consists of a network of roads connecting the Commonwealth Games Village to all competition and non-competition venues. A wide range of traffic management measures including dedicated lanes and signal timing alterations will be implemented on the network to ensure reliable journey times across the city. The route is further enhanced by traffic signals upgrades, extensive resurfacing works, installation of additional CCTV coverage and the provision of variable message signs (VMS). After the Games, these enhancements will provide a legacy to the city.

3 Travel Demand Management (TDM) Programme

3.1 What is TDM?

Travel Demand Management (TDM) is the application of strategies and policies to reduce travel demand and/or to redistribute this demand in space or in time. TDM measures encourage people to shift modes, make fewer trips, travel at different times or to use alternative routes. TDM is a complementary measure which has to work in conjunction with infrastructure and capacity improvements to balance transport demand and capacity to ensure that over-arching transport objectives are met.

TDM can therefore play a significant role in enhancing capacity on the transport network – particularly where there are substantial increases (and/or changes) in demand over defined periods of time. The application of TDM to transport provision for major events such as the Commonwealth Games can prove to be a cost-effective approach for getting the best out of available capacity. The TDM programme for the London 2012 Olympic and Paralympic Games was regarded as a good example of the application of such TDM measures:

*'The TDM programme proved to be enormously successful during the Games. Londoners listened to TDM advice and modified their behaviour, with around one third of Londoners reporting a change to their weekday daily travel during the Olympic Games. This meant that severe crowding and traffic congestion was avoided, allowing the transport system to run well and support a great London 2012.'*²

3.2 The Glasgow 2014 TDM Programme

The following aim and objectives are proposed for the Glasgow 2014 TDM Strategy:

- To influence demand, before and during the Games for public transport and roads by:
 - Developing a comprehensive picture of what times, modes and days will need to be targeted to keep Glasgow moving
 - Reducing total demand or demand for a particular mode(s) to create additional capacity during the Games
 - Spreading background demand (non-Games demand from existing travellers who want to live, work and play as usual) and spectator demand across the transport networks using traffic controls. This could be, for example, a change in time, mode route or location
 - Changing travel behaviour during the Games and as a lasting legacy

The TDM programme is targeted at regular travellers and the business community in Glasgow and the surrounding areas, as well as spectators to the Games. It harnesses travel information systems to help deliver the correct messages to the right people at the right time and in the right way. It also utilises marketing and communications opportunities to engage with as wide an audience as possible. The three core TDM programme work streams therefore are:

- Travel Advice for Spectators (TAS)
- Travel Advice for Businesses (TAB)
- Travel Information Services (TIS)

A wider marketing communications programme is also currently under development which will target background demand to ensure regular network users are aware of the impacts of the Games. The inter-relationship of these elements is illustrated below.

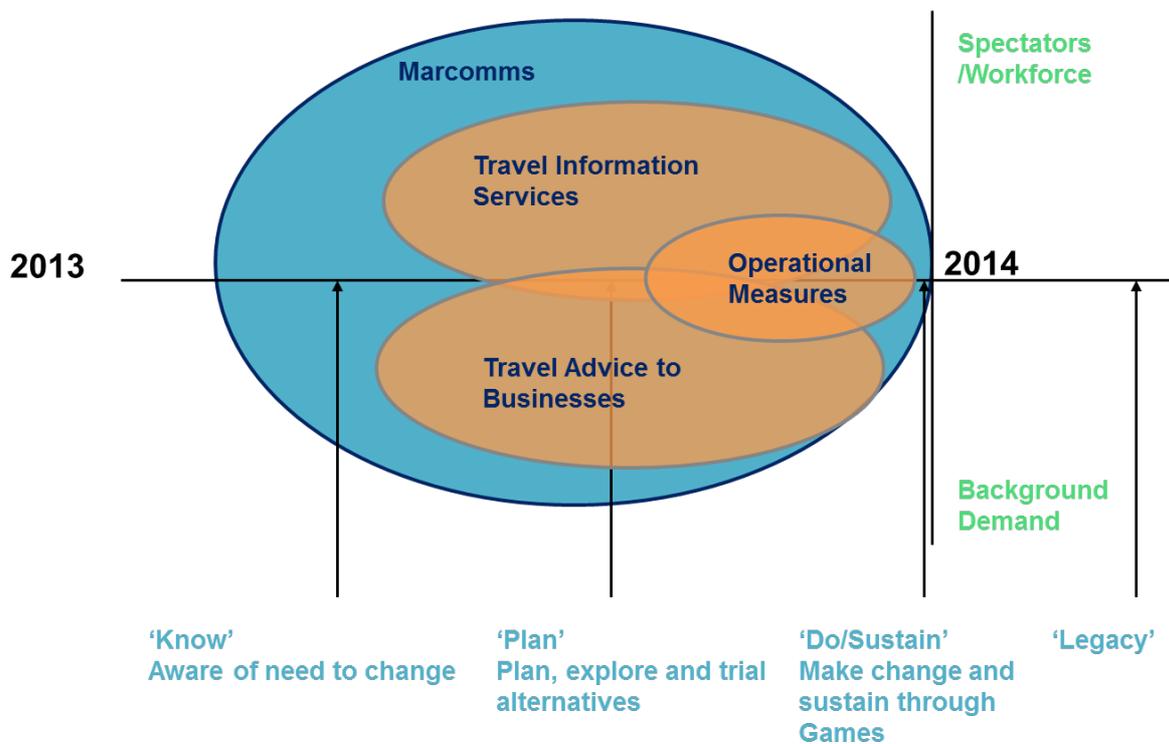


Figure 1: The integrated TDM programme for G2014 maximises the potential of the messaging to influence travel behaviour

3.2.1 Travel Advice for Businesses (TAB)

The Travel Advice for Businesses (TAB) programme is providing businesses and freight organisations with tailored support through a team of advisors to help them with their transport planning for the Games. The aim is to help businesses to maintain their business operations when Glasgow and the affected surrounding area will be busier than usual as a result of the Games. The support of businesses is also important to achieve the travel behaviour change needed to keep Glasgow moving during the Games.

The TAB programme is engaging with key business intermediaries as an important means of communicating with and influencing businesses. A total of 35 business intermediaries will be engaged.

The TAB support package is providing businesses with the information they need to be able to assess if they are going to be affected by the Games. They could, for example, be affected by the Games Route Network, Local Area Traffic Management and Parking Plans, or be located adjacent to a Road Event or Festival Hub.

Businesses are being asked to consider if they could:

- Retime – could employees start work earlier or later, could deliveries be made outside of the operational hours of local area traffic restrictions?
- Reroute – could businesses avoid driving near venues at competition times?
- Re-mode – could staff walk or cycle for all or part of their journey to work?
- Reduce – could businesses pre-order non-perishable goods?

Several tools have been developed to help businesses to plan for the Games, including:

- Travel Impact Assessment
- Travel Solutions Checklist
- Travel Action Plan

The TAB advisors are providing information and support through:

- One-to-one advice to the top 60 businesses that are likely to be the most affected by the Games
- Workshops for up to 20 organisations at a time to attend as well as drop-in sessions closer to Games time
- Materials to help with planning, including a Travel Action Plan which helps businesses to consider the impact on their staff travel, business travel, customers and visitors and suppliers and deliveries
- Advice on developing the Action Plan and reviewing the draft Action Plan
- Information at www.getreadyglasgow.com and @getreadyglasgow
- Speakers at events and meetings for specific sectors and in specific locations
- Copy for Business Intermediary and Businesses websites and social media
- Email updates

3.2.2 Travel Advice to Spectators (TAS)

Ensuring that the spectators' experience of travelling to and from the Games is a good one is a central part of the Travel Demand Management effort for the Games. In addition to ensuring that spectators have sufficient information to plan their travel well

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in advance of the Games it is vital that they have access to the latest information on travel during the Games itself.

The travel behaviours we are seeking to achieve

The delivery of the Travel Advice for Spectators (TAS) work stream has a number of components. The first relates to ensuring there is a clearly understood set of objectives or rules for how we prefer spectators to travel to their event. This includes understanding how we would prefer them to travel into the area and then once in the area how we would prefer them to travel onward to their event. In the case of travelling into the area we will be promoting public transport as the preferred option. When travelling locally to their venue, spectators will be encouraged to walk and cycle as much as possible while the public transport message will still be disseminated especially for longer journeys. Those wishing to drive will be encouraged to use and pre-book park and ride as they will not be able to park at the venues. Options for those with particular accessibility requirements are also being communicated.

Encouraging and enabling spectators to make informed travel choices

There are five main elements to ensuring spectators understand their travel options in such a way that they make informed choices. These are:

- *Travel advice messaging:* A set of spectator focused travel and transport messages has been created that nuances over time
- *Supporting tools:* In addition to a bespoke Journey Planner Application being available for spectators to use, the printed ticket guides and venue guides all include extensive advice and mapping to spell out the best way to get to each event
- *Direct communications with spectators:* This will include direct e-mail to certain sub-sets of the spectator audience with different messaging or the promotion of specific initiatives
- *Using existing communications channels:* Wherever possible existing communications channels will be used. Whether it is those of the Organising Committee, transport providers or Visit Scotland to ensure that all those coming to area are receiving consistent travel advice messaging
- *Games time:* Information will be provided by trained travel ambassadors as well as various channels in each venue

The TAS work stream will be supported by periodic research of spectators to understand how they are responding to the information they are receiving in the lead-up to the Games. This will be used to influence the nature of subsequent messaging where necessary.

We understand that if all spectators follow the travel advice they are provided, then their Games experience and that of those who live, work and play in and around the area will be a great one.

3.2.3 Travel Information Systems (TIS)

The TIS element of TDM will ensure that accurate information and messages can be provided across a broad range of outlets, including technology driven media (web services, social media, apps, SMS), electronic display boards, roadside message signs, etc. This covers both the background demand (regular network users) and spectators and other Games related visitors.

The information disseminated will cover:

- Advance information, where we aim to shape and influence the travel patterns of those travelling in and around Glasgow to achieve the desired travel objectives
- Real-time information during the Games, which will involve the co-ordination of real-time messages across all of the agreed dissemination channels. Working closely with the Games Transport Coordination Centre this will allow alternative strategies and fall back plans to be produced and ensure operational continuity and continued safe and viable transport operations are maintained

3.2.4 Marketing Communications (Marcomms)

As shown in Figure 1, the three core workstreams are underpinned by a programme of marketing communications (marcomms). The objectives of a marcomms programme for background demand are to ensure that those who live, work and play in the area;

- become engaged in the issue of how the Games could impact their routine travel;
- seek out the advice and information to enable them to understand these impacts and make small changes to their own travel behaviours; and
- remain confident that they can continue to undertake their everyday activities and enjoy the Games time experience.

There are two fundamental principles marcomms can support:

1. The need to influence travel behaviour to allow those needing to get to venues on time – spectators, Games family and workforce during Games time
2. Deliver on the commitment to communicate with the non-Games travelling public and businesses, via a mix of channels, letting them know the how best to get around and where the hotspots are to minimise disruption to their normal journeys

4 Legacy for Glasgow

Whilst the Commonwealth Games will undoubtedly be a spectacular display of world-class sporting talent, the success will not just be for the athletes taking part. Through the Games, there is a unique opportunity to deliver lasting change and numerous opportunities for people, businesses, organisations and communities in Glasgow and across Scotland. The TDM programme has the power to provide a range of different legacy benefits. This Section provides an outline of the legacy benefits by work stream.

4.1 Travel Advice for Businesses (TAB) Legacy

Figure 2 summarises the main elements of the TAB programme which will provide legacy benefits for Glasgow. Each item is then described in further detail.

Figure 2: Summary of Travel Advice for Businesses Legacy

Communication and Engagement Channels and Improved Partnership Working

The TAB work will result in a very useful database of businesses across the city which did not exist as such before. This database offers a new communications and more efficient engagement channel with the business community in relation to transport, travel behaviour, associated business resilience and similar topics.

Positive relationships between local stakeholders such as Glasgow City Council, Transport Scotland, SPT and other transport stakeholders, with business intermediaries, and with local businesses themselves have been set up to get ready for the Games. These relationships will remain and serve as a basis for improved

engagement and cross-party working. Furthermore, the cross-working arrangements between different (transport) stakeholders provide a governance template for future events.

Wider promotion of sustainable transport and long term behaviour change

Engaging with the businesses through workshops and information sessions offers an opportunity to promote wider sustainable travel, not just in relation to the Games, in order to encourage a long term commitment to behaviour change. An example of this is the promotion of the Cycle Friendly Employer initiative. The benefits of providing facilities for cyclists and encouraging cycling to work can be reaped beyond the Games.

Similarly, materials developed to manage Games travel such as the Travel Impacts Assessment Form, Travel Action Plan Template and Potential Travel Solutions Matrix can be used by businesses beyond the Games to reduce the transport impacts of their operations either when preparing for other events or in an adapted form for 'business as usual'.

Business resilience

The development of Games Time Action Plans by businesses, has not only got the potential to secure long term behaviour change but also supports future business resilience (in terms of transport needs and impacts). This means that businesses will be more prepared to deal with situations such as other events, major roadworks, burst water mains or other emergencies in terms of managing the transport impacts and reduce their impact on business operations.

Cycle Parking Facilities

Workplaces have an opportunity to 'own a part of the Games' in form of Legacy 2014 cycle parking facilities. Prior to the delivery of cycle parking facilities at competition venues, Sustrans and Cycle Scotland will manage an applications process aimed at both public and private sector organisations to utilise these facilities after the Games. Organisations which are members of the Cycle Friendly Employer initiative, smaller organisations which have made a commitment to providing facilities to support active travel among staff and all Local Authorities will be offered the opportunity to 'own a part of the Games' and be provided with cycle parking displaying the 2014 Legacy branding which will be re-located from the venues to their sites. Having the right facilities in place is essential in promoting a long term uptake of cycling for commuting and business purposes.

4.2 Travel Advice to Spectators (TAS) Legacy

Figure 3 summarises the main legacy benefits for Glasgow from the TAS programme.

Figure 3: Summary of Travel Advice to Spectators Legacy

Spectator Messaging

The TAS work will focus on identifying required messaging and developing a core narrative for spectators. The core narrative for spectators will include a transport story for each venue. The strategies and content developed for this spectator messaging can be used in the future as a model for large events hosted in Glasgow.

This spectator messaging will be developed and agreed with input from all major stakeholders including Glasgow City Council, Transport Scotland and SPT; hence improving the integration and relationship between these parties.

Furthermore, the promotion of sustainable travel options to spectators will have an effect on visitor travel in the longer term. This promotion and use of sustainable travel during the Games by visiting spectators will highlight Glasgow as a city with excellent sustainable travel options and increase general sustainable travel behaviour.

4.3 Travel Information Systems (TIS) Legacy

Figure 4 summarises the main legacy elements of the TIS programme.

Figure 4: Summary of Travel Information Systems Legacy

Messaging and Communication

Through the TDM programme a messaging and communication strategy has been devised, involving multiple channels in an effort to reach all travellers within Glasgow including spectators, businesses and background demand.

Lessons learnt and best practice examples from this strategy will be useful as a guide for future events. However they can also be used during emergencies or planned network closures and upgrades or engineering works. An example of this is the use of social-media platforms, which the TDM programme will make extensive use of to provide real-time advice and information to transport passengers. This may be used to route customers around an incident or alert them to a particularly busy station. This use of social-media as a medium for communicating with passengers can be sustained after the Games. The strategy will also lead to an appetite from the public to be communicated with in a much more transparent way regarding possible transport disruption and to plan around it.

Coordination and Utilisation of Communication Channels

A variety of communication channels will be used for getting out the TDM message to all audiences. These range from Scotrail twitter account through to Glasgow City Council roadside Variable Message Signs.

The TDM programme has compiled a channel by channel review which identifies key features of each channel. The coordination of these communication channels and engagement with channel hosts will provide best practice for future events held in Glasgow.

Journey Planner

The Traveline Scotland Journey Planner will be enhanced for Glasgow 2014 to provide a dedicated Spectator Journey Planner functionality. The enhancement of an existing journey planner will provide a model which can be used for future events in Glasgow. It should also encourage increased regular usage of Traveline as the portal for accessing relevant travel information across Scotland.

Stakeholder Engagement

The TIS work will result in a large amount of stakeholder engagement and closer cross-party working particularly on communications. The joined-up delivery will include a wide range of stakeholders including Glasgow City Council, Transport Scotland, SPT in addition to other transport stakeholders in Glasgow. These relationships can be maintained as the basis for continued integration, sharing of information and cross-party working.

Furthermore, it can serve as an example for future events and gives stakeholders a much greater appreciation of what TDM can do and how TDM can be used in both a Games and non-Games environment to overcome challenges previously resolved by more costly transport service changes.

4.4 Marketing Communications (Marcomms) Legacy

As the TDM marcomms campaign supports the three core work streams, its legacy benefits are also closely interlinked with these. The benefits include:

- An increased uptake in the use of existing travel tools and services provided by stakeholders including, for example use of Traveline Scotland
- Greater use of public transport services with an associated increase in future revenues
- Changes in the delivery of travel and transport communications with greater collaboration and supporting governance and closer working relations with, for example, the media

5 Summary

There is vast potential for a successful TDM legacy to deliver benefits to Glasgow beyond the Games. The main point repeated across all of the workstreams are the benefits resulting from stakeholder engagement and partnership working which are not only beneficial in providing a governance and engagement template for future events but can also improve cross-working on 'business as usual'. Benefits for the business community lie in supporting future business resilience and promoting long

term behaviour change. The latter also applies to visitors, showcasing Glasgow as a city with excellent sustainable travel options which in turn impacts positively on public transport operators' revenue and the wider local economy and environment.

6 References

1. Glasgow 2014 Transport Strategic Plan (Version 1 September 2010 and Draft March 2014 (unpublished))
2. London 2012 Games Transport – Performance, Funding and Legacy, Transport for London Board Paper (September 2012)

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