



Special Events TravelSmart Resource Kit

At a Glance

Welcome to the TravelSmart Special Events Resource Kit.

This resource kit has been developed to help Special Events Organisers, Planners and Council Officers involved with special events to reduce reliance on the car for travel to special events.

By using this resource kit you will be able to develop an event access plan to identify alternatives to car travel and to support people who choose to use these alternative modes of transport (rather than driving to your event).

Welcome and Purpose of this Kit

Why should you support the use of sustainable modes of transport by patrons to and from your event? What's in it for you?

Here are some reasons you might already have:

- ***I haven't got enough spaces for all the people who want to drive and I might have to find some more nearby*** – encourage people to use public transport instead - it's often easier and quicker. You may also save money by not having to provide additional car park spaces.
- ***I've only got a small site for my event and I don't want to use half of it for a car park*** – by providing a small amount of parking (or none) and making public transport access great, you can use the space for your event and be doing something for the environment.
- ***My car park is costing me a fortune in rent and maintenance...*** your tarmacked car park spaces could be costing you a considerable amount per year, both in rental costs and in maintenance. Maintenance alone can cost \$400 per year. Imagine the money you'd save by getting rid of some, and you'd be supporting people who prefer to travel by more environmentally friendly transport.

- ***My event is causing congestion around the venue and Council wants to work with me to reduce the problems...*** giving people more transport choices will help to reduce the problems on the local road network - making journeys better for everyone.

What is a special event? You may be organising a conference, a street festival, a cycle ride, a sports match, a music festival, or any event that will attract large numbers of people. The event might be a one-off, or something that will happen on a weekly, monthly, or even yearly basis – this resource kit will help you to integrate sustainable transport policies into your planning process, which means supporting real alternatives to car use and promoting these alternatives as viable travel options.

Some States have developed formal procedures for planning the transport aspects of special events, such as Traffic Management for Special Events 2002, NSW Roads and Traffic Authority

(Retrieved: October 20, 2003, from http://www.rta.nsw.gov.au/trafficinformation/downloads/tmc_specialevents_dl1.html).

This resource kit is intended to raise awareness of sustainable transport planning opportunities for special events organisers and to complement existing planning procedures that are in place in your State. What measures can you put in place to support sustainable transport as part of your normal event planning activities?

Some guidance documents consider natural disasters and construction projects to be special events because they reduce the capacity of the local road network or transport services. These events are outside the scope of this resource kit, but if this topic is of interest to you, you can find more information through the internet, or through the links provided in **Section 7 – Useful Resources**.

This resource kit has been structured as a set of issues that you should cover in your planning. Some of the issues won't be relevant to your event and you will need to tailor your event access plan to suit the issues that you face. We've included a **checklist** at the end of this kit that you can use to tick off your progress as you go.

For more information or guidance about a specific issue, simply refer to the relevant section. The level of detail that will need to go into in your planning will be directly related to the scale of your event and local transport conditions. Please read through this document before deciding on the level of planning that you need to undertake as some of the sections may give you some useful ideas that can help.

What Is TravelSmart?

TravelSmart is a trademark used to brand a series of initiatives aimed at encouraging communities to use more sustainable modes of travel whilst reducing reliance on the car. TravelSmart has expanded to encompass a wide range of initiatives aimed at voluntarily reducing car use through supporting people to use alternative modes of transport and by making non-car travel options more attractive.

The TravelSmart™ initiative is similar to programs being developed internationally to help reduce pollution in the air and congestion in the streets, and to make our streets more people friendly.

Information on training of TravelSmart officers is available in "Training of TravelSmart Officers" at <http://www.travelsmart.gov.au/training/index.html>.

It is important that planners become more aware of the impacts that transport decisions have on our day-to-day lives, because the numbers of car trips and trip distances (known as vkt, or vehicle kilometres travelled) have been increasing ahead of growth in population. This will continue to cause a wide range of problems, including more congestion, health problems like asthma and a poorer quality of life in our communities. Now is the best time to do something about these problems by supporting people to come to your event by walking, cycling and public transport.

For further information about TravelSmart in your area, have a look at the links in **Section 7 – Useful Resources**.

While you are developing your event access plan, it is important to focus on supporting alternatives to car use and promoting the benefits of these options.

How to Use This Resource Kit

To make it easy to find the information you need, this resource kit has been structured as a set of issues to be covered in the planning of your event. The kit is structured into the following sections:

01 Getting Started

This is the section you are reading now. This section gives you an understanding of the target audience for the resource kit and how to use it. It also gives you some background about the reasons for reducing our reliance on the car and the ways that this is being done around the world, and introduces the authors.

02 Roles and Responsibilities

This section identifies the types of organisations and stakeholders that will probably be involved in the planning of your special event, and their roles and responsibilities.

03 Auditing the Facilities at Your Event/Venue

This section provides some methods of estimating the likely impact your event will have on the local area. It also shows how to audit cycle facilities, bus services and other infrastructure around your venue. You will need to have a good understanding of this information before you move on to the next section and define the objective and targets of your event access plan.

Confirming the nature of the special event, and its operational, behavioural and travel characteristics is fundamental to the development of an effective event access plan.

04 Objectives, Targets and Indicators

When you create your event access plan, it's important that you have an objective and a set of optimistic, but achievable targets (e.g. number of visitors that arrive by public transport) that you can use to measure your success and performance.

While you are developing your targets, it's best to consult with other organisations to confirm that the outcomes for your event are suitable and that they are consistent with strategic planning policies in your area.

05 Package of Measures

Having identified your objective and targets, this section will help you to choose a package of measures that can realistically achieve those targets. A selection of the best measures for special events is discussed, with an idea of the costs and benefits you can expect. No two event access plans will be the same because each event has different characteristics – this section will help you to pick the best tools for the job.

06 Promotion and Awareness

It is essential that you develop a targeted and well defined marketing plan. The scale of the plan will be directly related to the scale of event you are organising, the number of people who are involved and the targets that you are trying to achieve. This section provides some advice about different publicity material, ways to get your message across and your likely target audience.

07 Useful Resources

For people who want to find out more about the topics covered in this kit, this section provides a list of useful resources.

08 Case Studies

This section provides a series of national and international case studies, so that you can see how other event organisers manage the transport demands of their events, the measures they use and the results that can be achieved.

Case studies include the Commonwealth Games, Suncorp stadium, the Melbourne Grand Prix and Canberra's Floriade.

09 References/Publications

A list of references and useful publications used in the creation of this document.

10 Key Policies/Initiatives

This section provides a list of some of the most important planning policies developed by State, National and International governments to encourage people to reduce reliance on the car.

11 Checklist

This section includes a checklist that you can use to track your progress, or as a quick reference when planning your event.

About the Authors

This resource kit has been prepared by the Australian Government through Maunsell Australia Pty Limited. Maunsell is part of the AECOM group, with more than 16,000 employees in over 150 international locations. This international presence enables Maunsell to draw on a range of case studies and practices to better understand how other event organisers work.

Maunsell has been actively involved in planning many of the World's largest and most successful special events, including the 2000 Sydney Olympics, the 2002 Manchester Commonwealth Games, the 2003 Rugby World Cup and the 2006 Melbourne Commonwealth Games. Maunsell has also provided specialist advice for other smaller events, such as the NSW Agricultural Easter Show and events at the Telstra Dome in Melbourne.

Robin Jackson, the lead author, is a Senior Transport Planner based in Maunsell's Sydney office. Robin has developed innovative travel demand management strategies for clients in the commercial, retail and education sectors.

Additional information for this kit has been provided by Virginia Anderson, based in Maunsell's Melbourne office who has been involved in the planning for the 2006 Melbourne Commonwealth Games, and Iain MacBeth who coordinated the Boots Pharmacy Travel Plan in Nottingham before joining Maunsell's sister company FaberMaunsell in England.

02 – Roles and Responsibilities

At a Glance

In developing a strategy to support the use of sustainable modes of transport for access to your special event you will need to interact with other organisations. The size and scope of your event will define how many organisations and what level of Government will need to be involved. For most events you will need to consult with local councils and the police.

An effective consultation process is essential to delivering a good outcome - you should aim to build partnerships and establish good communication channels.

This section provides you with an understanding of the organisations that are likely to be involved and the interaction they will have with you. At this stage, it is important that you understand who these organisations are and the role that they provide.

However, you will need to collect information about your event through an audit process before you start the consultation process.

We discuss the consultation process in more detail at **Section 4 – Objectives, Targets and Indicators** after you've gathered the information you will need.

Steering Committee

A steering committee will help to guide the planning of your special event. They tend to be formed with representatives from local councils or State Government (depending on the size of event being organised), representatives from the police, representatives of emergency services and the event organisers.

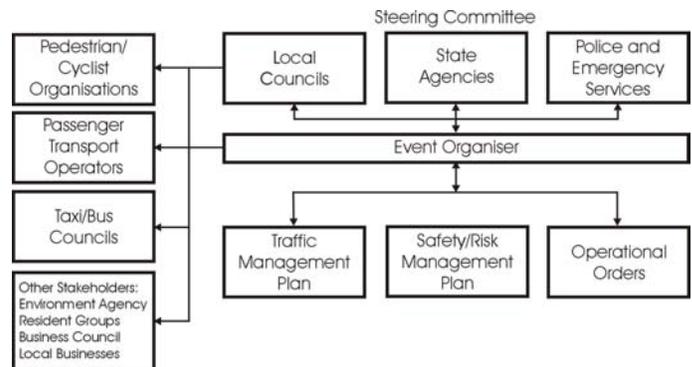
It is important to involve these stakeholders early in your planning process, usually about four months or more before your event, depending on the size. For larger events that will require increased frequency or loading of public transport services it will be necessary to start this process even earlier.

The steering committee will need to meet regularly, with a structured meeting format to ensure that productive outcomes are achieved.

One of the key objectives of the steering committee will be to agree realistic targets for each mode of transport and develop a cost effective and efficient transport plan.

The Planning Framework

The following diagram illustrates the broad relationships between organisations in planning special events. While this may differ slightly in your State, the basic framework will be similar. Your local council will be able to confirm the framework for your area and the organisations that will be involved.



Source: Maunsell Australia

This image highlights the need for effective communication and consultation between organisations. It also shows the high level interaction with State Agencies.

Depending on the complexity of the event you are organising you may need to develop Traffic Management Plans or Public Transport Management Plans, to detail how you will manage the impact of the event on the local road network, public transport systems and car parking.

While these plans are essential for larger events to ensure that local traffic conditions are not significantly affected, they tend to focus on the operation of the road network and public transport services during your event, rather than encouraging alternatives to using cars.

You may also need to develop safety/risk management plans to identify how you are going to effectively manage the risks associated with your event, such as crowd control, emergency vehicle access arrangements, crossing facilities, etc. These will need to be developed in consultation with and agreed by your state police service.

Local Councils

Local councils must be involved in the planning for your special event and may be the first agency that you contact depending on the size of event being organised. Some councils, particularly those that regularly deal with special events, have developed specific guidance to help you through this process – you should check with your council to see if this is available in your area.

You will require approval from the local council for all special events – this may need to be approved through a council meeting and you should allow about four months for this process. You will need to allow a longer time for approval if your event is large or will have significant impacts on the local area.

Local councils have a wide responsibility to the local community and will be interested in a range of triple-bottom-line issues, such as social, economic and environmental impacts. Councils tend to have a good understanding of travel patterns within their community and may be able to assist in identifying successful strategies to promote sustainable transport modes.

A Guide to Special Events Planning (NSW Department of Local Government, 1997) includes an explanation of each of these issues and discusses ways to undertake the necessary assessments in NSW. Your local council will be able to provide similar information for your State.

State Agencies

The framework of State Government agencies differs throughout Australia. However, it is likely that the agencies controlling Transport and/or Planning issues will need to be involved if your event will affect existing public transport services, arterial roads, or will involve a significant number of people.

While a specific trigger for State involvement is hard to define, they would be involved in events such as Floriade in Canberra or the Melbourne Grand Prix.

You will need to ascertain what, if any, statutory approvals will be required prior to commencement of your special event. The scale of event will define the level of involvement needed from these agencies. In traffic terms, this is directly related to the effect the event will have on the arterial or strategic road network, and public transport services. Supporting public transport may assist in reducing impacts on arterial roads.

Other agencies, such as State Planning agencies can also provide input to your event access plan and may assist in negotiations with public transport operators.

State agencies will be able to offer advice about planning for pedestrians, cyclists and public transport.

For contact details please refer to **Section 7 – Useful Resources** of this kit.

Pedestrian and Cyclist Organisations

State cyclist organisations such as Bicycle SA, Bicycle NSW and Bicycle Victoria, and others such as local shops and cycling clubs can help you to identify what facilities cyclists will need at your event and to organise additional facilities if you don't have enough.

Cyclist organisations may be able to lease bicycle parking equipment, or advise you of organisations in your area that can provide this type of service. They also often produce excellent guides that detail cycling facilities in their respective areas, including maps of bicycle routes and locker locations.

Contact details for a range of cycle organisations are included in **Section 7 - Useful Resources**. Details of your local bicycle stores or other organisations can also be found through an internet search, the phone book, your local library or through cyclist magazines available from newsagents.

Public Transport Operators

It is highly likely that state and/or private public transport operators (train, tram/light rail, ferry, bus, taxi or coach) will be essential to the success of your event access plan.

These organisations will need to be able to provide an acceptable level of service to meet the needs of your customers before, after and during your special event, although it should be noted that operating/contractual arrangements for public transport operators vary by State and there may not be a requirement for them to provide additional levels of service. You will need to explore opportunities with public transport operators to increase the frequency of services, change timetables or perhaps modify existing routes.

Public transport operators are an excellent source of information about travel conditions in their area and often gather important data about demand for their services during different periods, which can be useful for estimating the level of demand and supply for your event.

We have provided contact information for some of the larger public transport operators in each state in **Section 7 – Useful Resources**. You will also be able to find those relevant to your event through the internet, your local library or your local council.

Taxi Council

Depending on the size of your event, it may be advantageous to contact the Taxi Council in your area. Taxis are a form of public transport that is not always promoted effectively in special event planning.

You may need to provide, or arrange for, taxi facilities between stations or public transport hubs and hotels or venues.

Police and Emergency Services

Police, Fire and Medical services will need to be consulted to ensure that your event complies with relevant legislation in your state.

These organisations will be able to provide guidance regarding crowd control, crowd safety, traffic control and a range of related issues, such as pedestrian and cyclist security at night.

For state emergency services contact details please refer to **Section 7 – Useful Resources**.

Other Stakeholders

Environment Agency

State environment agencies may become involved in the planning of your event if the environmental assessment indicates that the event will have significant impacts on the local environment. If this occurs, it is likely that the environment agency will be consulted as a 'consent authority' through the planning process.

Your state environment agency will be keen to reduce emissions and pollution from car use, and may be able to offer advice about pedestrian, cycle and public transport planning as a way of meeting these aims.

Resident Groups

Resident groups may become involved in the planning process if the event will have significant effects in residential areas. They will typically make a representation of their concerns to the local council, who will then require consultation and resolution of any significant issues through the planning system.

Residents often know the local area very well and may be able to identify barriers that are preventing or reducing walking, cycling or public transport use.

Business Council

If your event is likely to have a significant positive or negative impact on the commercial vitality of the area surrounding your venue, the local Business Council or association, may become involved. It is likely that this would occur through the local council within the planning application process.

You may want to encourage local shops and service providers to become involved with your event. Encouraging people to walk, cycle or use public transport actually creates new business opportunities that are often not recognised.

By thinking in an innovative way these organisations could help you to meet your aims by providing services for free or at reduced prices. Cheaper prices could possibly be subsidised through advertising. Here are some examples of services that might be useful. You should also be able to think of some more that are appropriate for your event:

- involving local BUGs (Bicycle User Groups)
- temporary or permanent bicycle racks and/or lockers
- bicycle parts, such as locks, inner tubes, lights, batteries or helmets
- low cost or free bicycle 'tuning' services
- sunscreen or umbrellas, depending on the weather!
- drinks for thirsty walkers

Some examples of businesses working with special events in this way, include:

- rain covers for sale at sports or other outdoor events
- cycle shop sponsorship for cycle events, such as 'Around the Bay in a Day' or the 'Sydney to the Gong' bike rides

Your event may even create new businesses, such as the rickshaw companies offering transport to the Wimbledon Tennis Tournament in England. The Reconnecting America Organisation in the US has found that encouraging public transport orientated facilities has had economic benefits – please refer to the www.reconnectingamerica.org website for more information.

03 – Auditing the Facilities at Your Event/Venue

At a Glance

A successful special event access plan will rely on four key factors:

- understanding your situation
- a series of achievable targets
- a tailored package of measures
- excellent promotion

This section will help you to answer the first question – how to understand your situation. This will include completing an audit of your event and the transport infrastructure in the area. You can then use this information to build on your strengths and tailor an effective event access plan for your event.

The remaining three key factors will be covered in Sections 04, 05 and 06.

Selecting a Venue

If you have not already selected a venue for your event, you should think carefully about the transport facilities that are available at potential venues.

1. Are there safe and accessible pedestrian routes to the venue?
2. Are there bicycle facilities close by?
3. Is the venue near to public transport hubs, such as railway stations?
4. Is the venue well served by bus services? Are there taxi ranks nearby?

It is also important to consider the location of any related events. For example, if your event is a conference or seminar and you are organising dinners or evening entertainment, how will people travel to these locations? Can they get there by walking, train, bus or taxi? Could you run a shuttle bus, or provide free public transport tickets as part of the registration?

(eg: Sydney 2000 Olympics entry included a rail ticket).

Special Event Types

There are many different types and scales of special events, from local street fairs to the myriad of events associated with the Olympics. These can be summarised into four main classifications:

1. large scale on-street events, such as a street festival, cycle race or triathlon
2. large scale off-street events, such as a sports events at a stadium
3. small scale on-street event, such as a local street party in a residential area
4. small scale off-street events, such as a conference, or seminar

Each of these events would have an impact on the local area and would involve people travelling to and from the venue. All events offer an opportunity to encourage people to travel by walking, cycling or public transport. Remember... every little bit counts!

Event Characteristics

What type of event are you organising?

Before you start to develop a package of measures to encourage people to travel by sustainable modes of transport to your special event, **it is essential that you understand the nature of the event that you are organising**, how many people will come to it and how they are likely to travel. Using this information you can define an optimistic but achievable set of targets.

As a checklist, here are some questions you should answer about the event you are organising:

- What type of event are you organising? Is it a sports event, a music festival, a conference or a different type of event?
- What day of the week will the event be held?
- What time will the event start and finish?
- How many people will come to the event?
- Where do these people live?
- What age group are they?
- How do they normally travel?

This information will help you estimate the number of people who will travel to the event by different modes of transport.

How will people travel to your event and where will they come from?

The type of event you are organising will attract people with different travel characteristics. For example, the Philip Island Motorcycle Grand Prix in Melbourne attracts a significant number of motorcyclists. Therefore, an event access plan based around bus services is likely to be ineffective because these people will still **prefer** to travel by motorcycle. Similarly, if you are organising a cycling event, it is likely that the people who attend will like bicycles and may prefer to ride to the event.

Estimating the likely travel characteristics of the people coming to your event will help you to define the basic travel demands on the network and the types of measures to implement.

If you are organising a recurring event such as a sports match you may be able to identify this information through surveys and establish an event access plan gradually.

Gathering Data

If you are organising the event for the first time, you can gather this type of information from a wide range of sources through a literature review and consultation process. However, during this process it is important that you gather data relevant to your region or area. While international literature may appear to be applicable to your event, people in different countries have very different travel habits and it is not possible to directly adapt this information from another country to Australia.

Some excellent sources of information include public transport operators who often collect data about certain travel conditions. By speaking to these operators you can gain an understanding of conditions that happen around other similar venues during their special events. For example, if you are organising a music concert, you can contact the public transport operators in the area around other similar venues.

Other sources of information include:

- ❑ Local taxi companies, who can provide a wide range of information about traffic conditions and demand for taxi services during special events
- ❑ Coach operators can also provide a wealth of information about traffic conditions and demand for services for various special events
- ❑ State Agencies, such as VicRoads, Main Roads, or NSW RTA
- ❑ Your local council may also be able to provide some advice from their experiences in planning for other special events
- ❑ Private road operators, such as toll road companies, may be able to provide some basic information about traffic changes during events in their area

Remember that service levels for public transport can vary throughout the day and on different days of the week. You may be organising an event that will be held over a weekend or on a public holiday with reduced public transport services.

This process can be very complex if you are organising a major event and you may need assistance from a specialist consultancy. You can find the contact details of suitable organisations through an internet search, your local library or through the telephone book.

How many people will come to your event?

You can estimate this information from the capacity of the event – some examples of this are the number of seats in the stadium, the capacity of the festival or the number of spaces at a conference. It is likely that this information will be fairly easy to estimate from your other planning processes.

Pedestrian Facilities

Have a look around your venue and find out what facilities are available for pedestrians. The best way of finding out this information is to print out or photocopy a map (remember to check the copyright) and note which facilities are available and where they are – you can use this to create your Access Map later on.

The following list will give you some idea of the things to look for.

- ❑ If your event is to be held outside, check that the access to the event is safe.
- ❑ If your event is being held on the street, check that enough space is provided for people to walk past
- ❑ Identify obstacles and safety hazards
- ❑ Identify potential bottlenecks where lots of people will have to fit into a small area (e.g. crossing a busy road)
- ❑ Identify any areas that have poor lighting or security issues for pedestrians

Cyclist Facilities

Now use a new map to note which facilities are available for cyclists. Here is a quick checklist that you can use for the audit:

- ❑ Count the number of parking spaces for cyclists
- ❑ Note the location of the racks (make a quick sketch diagram)
- ❑ Note whether each rack is covered from the sun and rain
- ❑ Note whether each rack will be supervised during the event
- ❑ Note whether lockers are provided for bags
- ❑ Note whether showers or changing facilities will be available
- ❑ Note the location of the nearest cycle routes – you may have to refer to cycling maps available from your local cycling group or Local Council for this information

Public Transport Facilities

Using a new map, have a look around your venue and take a note of the public transport facilities that are available, some of things that you should look for include:

- ❑ The location of the nearest public transport stops
- ❑ The routes that service each of the stops
- ❑ Note the start and finish times of services

- ❑ Note the usual time between services – you may need to contact your local public transport operator for this information. If their details are not on the bus stop you can use the Internet to look up their contact details, or try the Useful Contacts section at the end of this kit
- ❑ Note whether the public transport stop has a shelter and how much room is available around the stop – is it going to be very crowded with lots of people waiting?
- ❑ Work out how long it takes to get from the public transport stop nearest to your venue and the nearest interchanges or major destinations – you may need to refer to timetables to work this information out
- ❑ Safe walking routes from bus stops/railway stations
- ❑ Are bus stops (etc.) attractive and well lit?
- ❑ Can you negotiate for a temporary bus (or other public transport) stop at the venue entry point?
- ❑ Can the public transport operator provide timetable displays and/or set up a real-time display for the duration of the event.

Access for People with Mobility or Visual Impairments

It is important that your event caters for the needs of people with mobility or visual impairment.

A checklist of the key facilities you should identify is provided below. Please note that this list is not comprehensive and that you should consult relevant mobility groups to ensure that you meet the requirements of National and State legislation, including the Disability Discrimination Act (sometimes referred to as the DDA).

- ❑ Are there any stairs without lifts, or other barriers to wheelchair users on the main routes between your venue and public transport stops?
- ❑ Does your venue have very slippery floors, such as marble?
- ❑ Are there any safety hazards or obstacles?
- ❑ Are there any steep ramps, or stairs at the entrance or within the venue?
- ❑ Are walkways wide enough for wheelchairs?

- ❑ Do you have staff to assist people with mobility or visual impairments?
- ❑ Where are the 'disabled' car parking spaces located, and how many are there?
- ❑ Can you negotiate a public transport stop directly out front of the venue?

Car Parking

The availability and location of car park facilities are a significant factor in the choice to drive to or from a special event. Therefore your parking strategy will, as much as any other factor, determine the success of your event access plan. Here are some of the things you should note down in your car park inventory:

- ❑ The type and location of car parking **in the vicinity** (usually within about 800m walking distance) of the event location
- ❑ Is parking on-street (kerbside) or off-street (i.e. in a multi-storey car park)?
- ❑ Is it paid parking, or free? If it is paid, how much does it cost?
- ❑ How many spaces are available in the vicinity of the site and how far from the venue is it?
- ❑ Do the parking areas close at certain times?
- ❑ Are there drop-off points out front of the venue and can they be removed or replaced with public transport stops or taxi facilities?

04 – Objectives, Targets and Indicators

At a Glance

Once you have completed the audit of your event, it is likely that you will have a good understanding of how many people will come to your event, their likely or preferred mode of travel and the facilities you have available. Now it is important to set some targets for your event access plan.

Establishing a series of achievable targets is the second key factor for a successful event. The remaining two key factors – tailoring and promoting a package of measures - will be covered in Sections 05 and 06.

This section will provide you with an understanding of what objectives, targets and indicators are, how you set them and how to develop an effective monitoring process.

The Purpose of Objectives, Targets and Indicators

You need to set objectives, targets and indicators to monitor the progress of your event access plan. You may want to do this on an ongoing basis for recurring events, or just once to see if you met the transport objective for a single event.

The **Objective** is the overall aim of your plan. This can be something as simple as reducing demand for car parking at your venue, or reducing congestion in nearby streets. **Targets** are the milestones that help you to achieve the objective, such as increased customer “catchment” population through better transport availability, improved customer satisfaction, through not having to negotiate traffic and car parks, or earlier customer arrivals and/or later customer departures, due to better transport availability, while **Indicators** are the measurements that you use to see if you’re meeting targets.

Identifying Objectives

It is important that the objective of your plan is tailored to the event and venue that you are using. Otherwise, you may find that it sounds good, but isn’t achievable in your area because you don’t have any trams, the area is too hilly for cyclists, or another reason specific to your event.

Having established the capacity of transport modes that offer an alternative to the private car you need to formulate a realistic, clear and concise objective.

The best way to make sure that your objective is going to be the best for your site is to use the information you gathered in the site audit to set the objective. Here are some examples of common objectives identified through site audits:

- you may notice while you’re auditing your venue that the surrounding road network is very congested and that you will need to reduce that congestion to make sure people can travel to and from the event; or
- you may notice that not many people travel by public transport and that there’s an opportunity to increase the number of people who travel by bus; or
- you may notice that you don’t have enough parking for all your visitors so you’ll need to reduce the number of people who drive, or increase the number of people travelling together; or
- that you do not have any staff parking and you need to get staff to your event another way.

There are many objectives that you could set yourself, but if you look at your audit results it should be easy to see one that will be important to your event. The steering committee helping to organise the transport aspects of your event may also be keen to help set the objectives.

It is likely that this group will have some experience of the objectives established for other events in your area that have been successful or unsuccessful and the reasons why this happened. This is important information that you can use to make sure that you learn from those lessons and make your objectives work.

Setting Targets and Key Performance Indicators

Targets

Now that you’ve established the objectives of your event access plan, you need to identify the targets and indicators that will help you to achieve the objectives.

Targets should be flexible and able to adapt as you progress with the plan or conditions change. These are the tools that you'll use to measure your achievements.

Your targets must be SMART - **S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**ime based. SMART principles are often used in planning because they are so effective. The best way to check if your target is SMART, is to write it down and check that it covers each SMART aspect. For example, a theoretical target may be to:

'Increase the number of people who cycle to my event by 5%.'

That's a specific statement so it meets the first principle. Is it measurable? Yes, because you can measure how many people use the cycle racks at your event. Is it achievable? Yes, because I have enough racks to let 5% of my crowd park their bikes. Is it realistic? Yes, because about 3% cycle at the moment, the area is quite good for cycling, there are some cycle routes nearby and I'm going to actively promote cycle parking. Is it time based? No, I'll need to change my target to:

'Increase the number of people who cycle to my event by 5% over the next two years.'

Another example, which may be appropriate for a one-off or first time event, could be to:

'To develop an access map that shows pedestrian, bicycle and public transport facilities for issue one month before my event starts'

As you can see, your targets do not always need to be quantifiable; they can also be 'action' targets.

It is a good idea to link your target to Government Policies. Key Australian policies are listed in **Section 10 – Key Policies/Initiatives**. The steering group, local councils and/or State Agencies will be able to advise you about the targets that they are working to.

Key Performance Indicators (KPI's)

Key performance indicators are used to track your progress. In the sample target we identified 'to increase the number of people who cycle to my event by 5% over the next two years', one of the key performance indicators for this target could be the number of people using cycle racks at the event.

Some more examples of key performance indicators that you could use include:

- mode split information;
- use of facilities, such as walkways or parking areas; or
- use of public transport services.

Measurement and Monitoring

If you are trying to achieve a progress target, such as reducing the number of cars that come to your event, it is important that you have a 'baseline' against which you can measure progress.

For special events, the key baseline is known as 'mode split' or the percentage of people who travel by each mode of transport. You could present this information as a table, a pie chart, or a bar chart. The key modes that you should monitor (if they are applicable in your area) are:

- walking
- cycling
- trams/light rail
- train
- bus
- ferries
- taxi
- car

The baseline 'mode split' is typically identified by surveying a representative number of people with questionnaires or interview techniques. It is important to survey enough people to ensure that you have confidence in the results, but remember not to make the questionnaire too long.

If you have defined other targets, such as use of a pedestrian walkway, or cycle racks, you may also want to monitor the number of people who use these facilities.

You can identify your 'response rate' by dividing the number of returned forms by the number issued. As a guide you should try to aim for a response rate of around 40% or more.

05 – Potential Measures

At a Glance

At the heart of a good access plan is a tailored package of measures that have been selected and designed to meet the objective.

Tailoring a package of measures is the third key factor for a successful special event. The first two key factors - understanding your situation and setting achievable targets – were covered in Sections 03 and 04. The remaining key factor – promoting a package of measures – will be covered in Section 06.

This section discusses some of the tools that you can use to support the use of sustainable modes of travel to or from your special event. While these tools have been selected because they tend to be the most effective, you may also find other good techniques by speaking with other special events organisers. We encourage you to talk to other events organisers and share your good ideas with others.

- **Pedestrian Facilities**
- **Cyclist Facilities**
- **Integrated Ticketing**
- **Public Transport Facilities**
- **Ride Sharing (sometimes known as Car Pooling)**
- **Trip Planners**
- **Taxis**
- **Car Park Management**
- **Staff Vehicles**

05 – Potential Measures: Pedestrian Facilities

Walking is a great way to get around for trips of up to four kilometres. It improves health, does not create pollution and is environmentally sustainable.

Remember that everyone will become a pedestrian at some point on his or her journey to your event, and therefore pedestrian facilities are important for each leg of the journey.

Pedestrian Routes

Special events tend to cause specific conditions for pedestrians because they concentrate large volumes of people at key points in the journey, for example at bus stops, train stations and venue entrances. It is important to maintain acceptable traffic conditions at these points and therefore effectively manage the flow of pedestrians.

You should mark the best routes for pedestrians within an appropriate walk distance of your venue (up to four kilometres) on your access map. You should show realistic walk times on the plan, rather than distances, because people tend to relate better to times when planning a journey.

Check the condition of routes you allocate for pedestrians to make sure that they are appropriate. It's best to organise for someone to walk along the routes and make sure there aren't any missing links, such as sections of road without footpaths, or major roads without crossing facilities.

If you identify any missing links in your site audit, you should work with the appropriate organisations, council or state agency to resolve them before your event.

Toilet provision and refreshment stands along the routes can also be considered.

Queuing Facilities

You could organise for staff to entertain waiting passengers and to keep them informed and relaxed. It may also be possible to provide televisions at key points to show relevant information and entertainment.

This also presents a marketing opportunity and you may be able to gather sponsorship for the installation and maintenance of such a service.

You could give staff a printed summary of public transport services to help them answer questions.

All queuing areas should be covered with protection from the sun and rain.

Crossing Facilities

At any location where large crowds need to cross roads, it is essential that sufficient crossing facilities are provided. Your local police service will be able to advise you of the relevant facilities that need to be available.

If temporary crossings are required, you may need police assistance to manage the operation.

You may need to consider talking to the State road authority to explore opportunities to increase the time pedestrians have to cross at road signals, or increase pathway capacities by closing one lane of traffic to cars. You may also consider asking the road authority to notify road users of upcoming events through electronic signage.

Safety

If your event will be in an open area you will need to consider floor covers, such as waterproof mats in case it rains so that pedestrians do not get muddy and the floors do not become a trip hazard. You will need to make sure that primary pedestrian corridors remain free of obstacles.

It is also important that pedestrian routes are well lit if people will be walking to and from the event at night to increase security.

Weather Conditions

In the event of rain, people may decide to switch from walking or cycling to other transport modes. This may place extra strain on the capacity of these other modes and a wet-weather contingency plan may be needed.

You could investigate opportunities for local businesses to sponsor your event and provide free or reduced cost sunscreen or raincoats.

Sources of Support

We have included some sources of further information for pedestrian facilities at **Section 7 – Useful Resources**. You may also be able to obtain advice or support from local resident groups, your local council or pedestrian advocacy groups such as the Pedestrian Council of Australia.

Pedestrian facilities tend to be fairly cost effective to implement, although the planning time for temporary crossing facilities can be quite long. When planning pedestrian facilities, you should agree the type of facilities through the steering committee, which can take up to four months or more depending on the scale of event.

05 – Potential Measures: Cyclist Facilities

Cycling is a very cost effective way to travel and has a wide range of benefits including:

- improved health
- reduced congestion
- reduced pollution

Cycling and Public Transport

Journeys of up to five kilometres are ideal for cyclists, while for longer journeys it's possible to use a combination of public transport services and cycling.

It is important to check with public transport operators if you are intending to transport a significant number of cyclists by public transport because sufficient storage facilities will be needed for the bikes at transport stops or close by, or you may need to provide supervised storage space at no charge.

Participants in the Bicycle NSW/NSW RTA 'Cycle Sydney' bike ride are provided with free public transport to and from the event on CityRail trains by showing their 'Ride Guide' to attendants. Detailed information for cyclists intending to use public transport is provided on the www.131500.com.au public transport information web site and 131 500 telephone service.

The annual 'Around the Bay in a Day' is a challenging 210km cycle ride around Port Phillip Bay in Victoria. For the event, organisers arrange for the scheduled ferries to transport riders between Portsea and Queenscliff midway through the ride. Start times are staggered so that demand for the ferry services is spread out, with average wait times for a ferry of around 30 minutes.

Cycle Parking

You should provide enough spaces to cater for the number of people who you identified would cycle during your site audit.

Cyclists are often nervous about leaving their bike in a cycle parking facility because of theft.

Therefore, cycle parking facilities should:

- ❑ be located in a high visibility area, rather than an unused corner of the site
- ❑ be covered from the sun and rain
- ❑ be well lit at night
- ❑ be convenient to get to
- ❑ be set up for cyclists to access them – with plenty of room for transition from cycling to walking to parking

Valet Parking Systems

Valet parking systems can be very effective for special events. This system involves establishing a cycle compound with racks. Cyclists then arrive at the compound and give their bike to an attendant, who gives them a numbered ticket for the bike. The bike is then parked with the same number attached to the frame, so that when the owner wants to retrieve the bike, they simply provide their ticket to the attendant and the bike is returned.

These systems are cost effective to implement and the compounds can often be hired from local cyclist groups or cycle racing clubs – typical costs range between \$30 to \$40 per rack for installation and removal. The main cost is incurred through the provision of attendants to staff the compound during the period of the event, although like the National Folk Festival in Canberra it is possible to use volunteers who are rewarded with a free ticket to the event.

As with all the measures it is important to publicise the availability of cycle parking facilities and make sure they are highly visible on site maps. Some organisers have found that valet cycle parking facilities become more established over a period of two or more years, once they become familiar.

Other Cyclist Facilities

It is also important to provide facilities such as lockers for cyclists to store their bags and helmets, while at the event. These can be temporary lockers installed for the duration of the event, or permanent facilities installed in your building if you are responsible for a fixed venue.

Is it possible to provide shower and changing facilities for cyclists in your venue?

You could also think about involving a local cycle shop to set up a stand at the venue to offer reduced rate cycle maintenance and to sell common parts for cycles, such as inner tubes and batteries for lights.

To make sure that cyclists know how to get to your venue, you should make sure that quiet cycle routes are marked on your access map and site plan. Try to keep cyclists away from the busiest pedestrian areas to reduce the potential for conflicts and to increase safety.

It may be possible to negotiate with the road authority to allocate special cycle-only lanes along major arterial roads, such as the arrangements for the Cycle Sydney bike ride in NSW.

Check the condition of the routes you allocate for cyclists to make sure that they are appropriate and that there are no 'missing links'. Your local cycle group or shop may be able to help you with this to get a 'cyclists' view of things.

Cyclist facilities tend to be fairly cost effective to implement, with support sometimes available from volunteer organisations and local councils. You should agree on the type of facilities through the steering committee, and remember that some facilities may have a long 'lead' time, such as those requiring negotiations.

05 – Potential Measures: Integrated Ticketing

Integrated ticketing systems are a very effective way of encouraging people to use public transport. They tend to suit larger events, because of the complexity of setting up a scheme.

This section provides some information about how you could establish an integrated ticket scheme for your event.

What are Integrated Tickets?

An integrated ticket is a single ticket that provides entry into your event, and also provides travel to the event by public transport.

It is usually cost-effective to offer an integrated ticket for less than the cost of separate travel and entry tickets. In some cases, the travel cost can be completely included in the entry fee.

Pricing Options

The preferred option is an entry ticket which includes the cost of public transport either to the event from within a certain radius, or to the event from specific locations.

A second option would be a combined travel+entry ticket, at a fixed price higher than that of an entry-only ticket but lower than the cost of separate tickets.

A third option would be a combined travel+entry ticket, priced at the cost of a discount event entry fee, plus the normal cost of travel by public transport, from any location.

Who Benefits?

People who use public transport to travel to your event benefit, because they only have to buy one ticket. They also save money, and they may be able to purchase their event tickets from a public transport ticket outlet closer to home.

Because fewer people drive to the event, those who do drive benefit from reduced congestion, and from easier parking, closer to the event.

Public transport operators benefit from increased patronage and revenue, especially where travel to and from your event is at off-peak times when they have spare capacity.

In some cases businesses near your event may benefit from increased passing trade.

Businesses and residents near your event will benefit from reduced strain on local parking facilities, reduced traffic congestion and reduced pollution.

Not least, your event itself will benefit through reduced car parking costs and increased patronage, and because people may not need to allow so much time for travel to and from the event they may be able to spend more time at the event. Also, you may be able to reduce your overheads by selling tickets through the public transport operator's ticket offices.

Providing what appears to the patron to be 'free' or 'discount' public transport to the event can encourage people to use a service they may have otherwise been unaware of or previously unwilling to try.

Identify potential supporters, including public transport operators

The first step in establishing an integrated ticketing system is to identify potential supporters.

The first supporter is you, because of the benefits that integrated ticketing offers to your event.

The state transport agency can identify public transport operators that operate in the area, and whether they are publicly or privately owned. Some state transport agencies have a special events committee that can help you to establish an integrated ticketing system. These are the people you should seek out.

The public transport companies that will be involved may be willing to cooperate in establishing an integrated ticketing system.

The state government may be prepared to support the cost of integrated ticketing, on the basis of that it will provide community and business benefits such as reduced congestion and pollution, and increased business patronage. This support may be provided through the state-owned public transport agency.

Local governments may provide support, for similar reasons. The local Chamber of Commerce may also provide support, if there are clear benefits to local businesses.

Catchment and Demand

The next step is to identify the catchment area for your special event. You can do this through the site audit and other planning processes for your event, such as the initial financial feasibility studies. It's a good idea to draw this catchment area on a map, with your venue at the centre. Then you can look at the major public transport corridors and identify the most appropriate locations for integrated ticket routes.

For example, ticket holders for the Formula One Grand Prix in Melbourne obtain 'free' express tram travel between the CBD and the circuit. The selection of the CBD as a hub was made because it provides a focal point for services and because most people can get to the CBD from their local area. You may have a similar 'hub' in your area that will work well.

You also need to work out how many people are likely to use the service. This is information that you will have gathered through the event audit, because it is essential that the public transport system has enough capacity to cater for the levels of demand that you are forecasting.

Average Cost

You can work out the average cost for tickets on the integrated ticket routes through public transport information services. You can contact your local public transport operator or station to find out the typical prices between the two points on the service.

The final cost per integrated ticket will also depend on:

- administrative efficiency of a single ticket
- economies of scale for transport operators
- the level of support offered by other supporters
- extra ticket sales induced by the availability of combined tickets.

Identify the Nominal Transport Cost

The nominal transport cost for an integrated ticket system is simply the demand multiplied by the average cost of the service. For example, if the average cost of a return ticket is \$5 and you expect about 2,000 people to use the service, then the cost will be around \$10,000. You will also need to consider other factors, mentioned above, that can affect the average cost per integrated ticket.

You will need to provide a detailed analysis. This should be discussed with the relevant state planning agency.

Cost-sharing and Apportionment

The first source of cost sharing is the event itself. You can calculate the amount that you can 'contribute,' based on the expected increase in attendance and ticket sales, and on your reduced overheads due to integrated ticket sales. This can be expressed either as a total amount, or as a discount on the ticket price that you would otherwise need to charge to generate the same revenue.

One of the reasons that integrated ticketing systems are complex to organise is that they involve a wide range of stakeholders. It can be complicated to apportion the investment and revenue among the stakeholders.

For example, if the subsidised services are provided by two public transport operators, there is a need to agree how much of the return each will receive. This is usually agreed beforehand, based on consideration of the likely demand that each service will have. The state planning agency may be able to help you negotiate the apportionment of returns in situations such as this.

Implementation

Sometimes public transport operators will recognise the event ticket and permit free travel. This can be simply the entry ticket, the entry number for entrants in a fun-run or cycle ride, or a laminated ticket worn around the wrist or neck.

It is essential that available public transport services are effectively marketed, so that people are aware of the transport availability.

It is also important that people understand where and how to use the public transport services, as many will not be regular public transport users and will need to be informed about how the services work.

You will probably find that you capture a new market of public transport users at the special event. This provides the opportunity to keep them as public transport users and to encourage them to use public transport at other times. To do this, the public transport operator will need to make the service work well first time.

If the new passenger finds anything disagreeable about the service, for example dirty or damaged seats, or services not running to schedule they may not use the service again and it will be an opportunity lost.

For a large event with thousands of people and clearly identifiable public transport demands, integrated ticketing systems can be a very effective way of reducing car use.

05 – Potential Measures: Public transport Facilities

Your event audit will have identified the scale of public transport services that will be required to transport people to and from your event and your local public transport operator(s) will need to be consulted to scale their operations to provide an acceptable level of service during these times.

This could require major transit improvements, changes to service times and frequencies or improvements to queuing facilities and station circulation plans. You will need to work with your local public transport operators to arrange these issues. Remember that there may not be a contractual obligation for public transport operators to provide these levels of service.

Site Plan and Access Map

Use the information you collected through the site audit to develop a site plan showing the location of public transport facilities. Note on the plan whether stops have seats, shelters and timetable information. Also show typical journey times between the venue and key transport hubs in the local area, such as the town centre. Sending this type of information to people with their tickets in an information pack will encourage them to think about their transport options rather than simply jumping in the car and driving, especially if the information is presented in a supportive manner – this is discussed more in **Section 6 – Promotion and Awareness**.

Integrated or Special Ticket Options

Including the cost of the public transport ticket with the event entry price, so that public transport appears to be free, can be the most effective way of encouraging people to travel to your event by public transport.

This process has four key stages:

1. Identify the number of people who would use the service
2. Identify the service costs, and the parties with an interest in cost-sharing (e.g. promoter, public transport operators, government, local business organisations)

3. Negotiate cost-sharing arrangements, with the interested parties
4. Confirm the apportionment of revenue to public transport operators

Integrated ticketing systems have been used for a wide range of events, including the Formula One Grand Prix in Melbourne, the Sydney Royal Easter Show and sports events in Perth and Brisbane.

In Sydney, special events organisers and public transport operators have organised CityRail tickets specifically for travel to events at Moore Park, branded as the Moore Park Ticket. This includes return rail travel to Central Station and a shuttle bus service to Moore Park.

The Melbourne Show allows people to purchase their entry ticket at the railway station with their railway ticket.

Queuing Facilities

It is important to provide suitable facilities for large crowds at public transport stations. The 2000 Sydney Olympics was an excellent example of crowd management at stations, from the complex circulation facilities designed for Central Station in Sydney to the simpler queue barriers at regional stations.

You could also organise for staff to inform and/or entertain waiting passengers, to keep them relaxed. It may also be possible to provide televisions at key points to show relevant information and entertainment. This presents a marketing opportunity and you may be able to gather sponsorship for the installation and maintenance of such a service.

You could also approach local public transport operators to investigate the potential to implement a 'real-time' timetable information service for your event, similar to the system being trialled on the Norwood-Henley Beach corridor in South Australia.

If people are potentially going to be waiting for a long time for a public transport service you should make sure that venue or public transport representatives are on hand to answer questions. People like to know how long they have to wait, so provide ample information about when the next service will arrive.

All queuing areas should be covered with protection from the sun and rain.

Special Services

If scheduled services will not completely satisfy the demands for public transport, for example because of reduced facilities on public holidays, you could contact local public transport operators to negotiate charter services. You may be able to cover the cost of these services through a ticket surcharge, or through a small fee for using the service. Charter services have been organised for the National Folk Festival in Canberra because scheduled public transport services are reduced or not available on public holidays.

When planning public transport services that you will require, try to identify hubs, such as shopping malls, a city centre, or other focal points that people can get to fairly easily by other public transport services (feeder services). You may then be able to organise express services between the hubs and your venue, for example direct trains to Flemington Racecourse during the Spring Carnival in Melbourne.

The Formula One Grand Prix in Melbourne has free express tram services between city hubs and the venue to support greater use of public transport. The cost of travel is arranged through a venue ticket surcharge arrangement. The normal schedule of local tram services is provided by bus services, to allow the use of the tracks for express trams.

Be sure to check travel times if you are planning to organise a similar service, because longer travel times and reduced service frequencies may not adequately support people using the 'local' stopping services, and because local traffic conditions may be affected.

Try to make sure that public transport stops are located close to the entrance to your special event, preferably out the front of the venue. If your venue does not have a permanent public transport stop, you may be able to arrange a temporary stop. Movement priority should be given to public transport operators at all times.

05 – Potential Measures: Ride Sharing (sometimes known as Car Pooling)

Ride sharing involves two or more people sharing a vehicle to travel to or from the special event. They may be people who already know each other and have arranged a lift, or previously unacquainted people who have been introduced to each other through a matching system.

The benefits of a ride sharing system is that it reduces the number of vehicles requiring car park spaces, demand on local road networks, congestion and pollution.

Ride share schemes can be as simple as a notice board where people can post messages looking for rideshare partners or drivers. They can be developed through the internet, for example as a page on your event web site. They could also be organised through telephone systems, such as event information lines.

As with any measure, ride share schemes require promotion to ensure that people know the systems exist. You can increase the visibility of the system by including it on your marketing brochures or web site. You could mark the most prominent parking spaces, those closest to the gate or venue access, as ride-share spaces so that everyone coming in to the venue knows that the system exists and so that an advantage is gained by having more than one person in the car.

Ride share schemes can be fairly cheap to establish and implement, although the cost varies depending on the complexity of the system you introduce. These schemes tend to be more appropriate for recurring events where you can build a following over a number of event occurrences.

A system of variable parking fees has been developed in Perth to support ride sharing. Drivers travelling alone or with one passenger to the Mueller Park, close to the Subiaco Oval, are charged \$10, with the cost reducing by \$1 for every additional passenger in the vehicle, to a minimum of \$7. The financial benefits of a scheme such as this are quite significant for people attending the event. For example, it would cost \$50 to park five cars with single occupants, while five people travelling together in one car would pay \$7, a saving of \$43.

Ride sharing can be effective for events such as music festivals, or events in rural areas, where there may be a lack of alternatives to driving.

05 – Potential Measures: Trip Planners

Trip planners are information services that provide tailored public transport information for specific routes or areas.

Trip planners can take a number of forms – printed, electronic and telephone based. Printed information can become out-of-date fairly quickly if public transport service times or frequencies change. Therefore, providing the information on a website or telephone information line can be better, because these offer the opportunity to provide a 'dynamic' service that can change if required.

When preparing trip planners for special events it is important to identify the public transport hubs, such as interchange stations, bus stations, or taxi ranks that will be used to access your event. You can then obtain information about the services that will be running on those routes and present it in an easy to understand form – try to use times wherever possible because people tend to relate better to times rather than distances when planning their trips.

You may need to involve stakeholders such as the public transport operators or operators of existing information services, such as your local public transport information line.

You may also be able to create a special page for your event on your local public transport information service website, to highlight the services that will be running to your event.

05 – Potential Measures: Taxis

Taxis are often a very important component of transport arrangements at special events.

You should liaise with taxi groups or your local taxi council in the lead up to your event to make sure that they are aware of the event and so that taxi drivers can be informed of any temporary transport measures that may be in place around your event.

It may be necessary to create a temporary rank for taxis near to the front of your event. It is a good idea to put the rank in a prominent position close to the entrance to the event. You should make sure that private vehicles are not allowed in the taxi area and that pedestrians have a safe route to and from the rank.

Remember to make sure that effective signage is in place to guide people to the rank from the event exit points.

For larger events you may need to have staff to guide people to taxis (rank managers). Remember to make sure these people stand out – you could include your branding on their uniforms! In very busy circumstances, you could organise for people to share taxis going to common destinations, or on longer journeys.

If your event is smaller, such as a conference, convention or seminar, you may be able to provide information about taxi rank locations and typical fare prices between the venue and local rail stations or public transport hubs.

Don't forget to provide enough taxis designed for people with mobility or visual difficulties.

05 – Potential Measures: Car Park Management

An effective car park management scheme will be as important as any other measure you implement at your special event.

If your event is being held in an established venue, it is likely that the local council will have developed a special events parking strategy for the area around the venue. This is in recognition that parking is one of the most sensitive issues for local residents. It is important that you work with the local council to develop an appropriate parking management strategy for your event.

You will need to make sure a sufficient amount of parking is provided for people who are less mobile. You should also install ride-share spaces in a high visibility area close to the entrance to increase visibility and awareness.

If parking is limited at your venue, or the local road networks do not have enough capacity to get people in and out of the car park when you need to, think about establishing remote, or satellite parking areas around the venue and linking these to the special event with safe walking routes or public transport services.

To select appropriate sites for remote parking look for key corridors to your event and then identify cinemas, shopping centres, train stations or other sites with car parking facilities that you may be able to use. Remember to negotiate an agreement with the owner of the site to make sure that increasing the demand for car parking facilities will not affect their day-to-day business.

It is critical that overflow parking is well managed to prevent local areas becoming affected by your event. This is particularly important in residential areas, where overflow parking can block roads and cause congestion problems. In Sydney, the RTA develops special event clearways in the major entertainment districts to prevent people from parking in unauthorised areas.

Similarly, in Victoria, special event parking controls are implemented using temporary signs that have a time limit of less than the length of the event to prevent people attending the event parking in unauthorised areas.

Electronic information systems can be used to direct cars to suitable parking areas and inform drivers of waiting times. This tends to be a fairly technical area and most suitable for permanent venues because of the specialist expertise, installation costs and maintenance needs involved.

05 – Potential Measures: Staff Vehicles

If your event is large enough to require the provision of staff vehicles, try to select economical vehicles that will have low fuel use and emissions, and are small enough to fit in the amount of parking space available. Low emissions are particularly important for vehicles used in crowded areas.

The Fuel Consumption Guide, published by the Australian Government through the Australian Greenhouse Office is a useful reference for further information:

www.greenhouse.gov.au/fuelguide/index.html

You could also provide bicycles for staff to use to get around the site - remember to provide helmets, lights and locks. Bicycles should have "quick-release" seat posts, so that they can be adjusted to suit individual riders.

Ideally, they should either accommodate a wide range of sizes of rider, or should be chosen to suit each staff member. Luggage baskets can be used to allow transport of small items. Provision of bicycles will reduce the number of car journeys for short trips and can often be quicker than starting a car and negotiating car parks.

Provide bicycle racks near all special event offices to allow people to lock their bikes up close to their destination. If they have to walk long distances at the end of their journey they are likely to choose another mode.

06 – Promotion and Awareness

At a Glance

Promotion is one of four keys to establishing an effective access plan for your special event. The other three key factors were addressed in previous Sections:

- understanding your situation (Section 3: Auditing Your Event)
- a series of achievable targets (Section 4: Objectives, Targets and Indicators)
- a tailored package of measures (Section 5: Potential Measures)

You will need to communicate your message clearly and effectively.

This section gives you an understanding of the importance of promotion, different types of communication strategies, producing publicity material, potential marketing mediums, and a brief overview of branding.

The Importance of Promotion

Put simply, providing facilities is useless unless people know about them.

It is important that you choose the mediums in which you will advertise and select a branding strategy before you create your marketing material. Each of these issues is discussed in more detail below.

Potential Mediums

There is a range of promotion mediums available for getting your message out to the public, ranging in complexity and cost. Each of the main mediums has been discussed below. Remember to be innovative!

When choosing your medium/s, consider:

- Budget - including production costs
- To what extent the TravelSmart message can be included in the general promotion of your event
- Timing - lead time for booking and production, how much notice to give your audience
- Content, graphics, talent, design
- Reaching your target audience - What time of day? How often? Which medium will be most effective?
- Which will make the most impact - a combination of mediums vs. focusing on one or two
- Advertising - paid (guarantees your message appears)
- Public relations, media coverage - free (but you rely on journalists to broadcast your message)
- Demographics of the people attending your event – choose the most appropriate radio station/s, TV stations etc.
- How can you include a sponsor's message or logo, which will help cover your costs of advertising (but not dilute your main message)

Radio

Radio is a popular medium for special events organisers to promote travel options. It also reaches commuters on the move, and can be broadcast live, or advertisements can be played at an appropriate time slot, such as "radio drive time". Your message needs to be short and simple for people to remember. It should direct listeners to sources of information, such as a public transport information line.

It is fairly simple and quick to put together a promotion package for radio and you may also be able to get publicity support from the broadcasters who deal with traffic conditions.

It is essential that you monitor the message being communicated on the radio. If a pessimistic prediction of traffic conditions has been communicated in the lead up to the event, but is not experienced by commuters (because you've done a good job!) it's important that the message doesn't then change to encourage people to drive because conditions are OK.

Television

Whilst television reaches a larger audience than radio, production may be complex and/or costly, and may need a longer lead time.

It is also usual to develop a 'campaign' for television with a variety of messages that all focus on your key objectives. Your message should be simple so that viewers can remember it.

For the larger events, such as final sports matches, it may be possible to include public transport banners or information lines with the event advertisement. This will assist people in knowing where they can look for more information about travel choices or ticket options to the event.

Perhaps in your advertising you can show people arriving at your event using public transport. Some of the television advertisements show people arriving in their team scarfs and jumpers on the train – these images can help to reinforce your message that people like to travel to events by train.

When booking your advertisement, consider the best time to broadcast it – eg. time slot, and during which TV programs.

Internet

The Internet tends to be an effective medium for promoting transport choices for special events. "Dynamic" information can easily be updated if services change. A website is an excellent source of information and there is no restriction on the quantity of content and graphics. Messages can be easily tailored to the readers, eg. "if coming from central Brisbane click here". Readers can easily print out pages as a reference.

You could link your event web site with your local public transport operator web sites and public transport information service if there is one in your area. You could also ask these services to create an event specific page on the public transport information service web site.

Don't forget to include your website address on all promotional and publicity material. Also consider advertising your website on other portals or search engines to really get your message across.

Not all your audience will have access to the Internet or be familiar with it, so use this in conjunction with other media.

Mail or Print

Targeted mail-outs or leaflets are a good way of promoting transport information if you can accurately identify the location of the people who will be travelling to your event. The most effective way of doing this is to include a walking, cycling and public transport map with the event ticket.

Event planners for the 2003 Rugby World Cup developed a targeted leaflet promotion that aimed to educate visitors about their travel choices to events. The leaflet provided public transport information and maps, and was distributed to hotels used by rugby fans.

It is important to be innovative with mail or print messages and to identify your target audience; otherwise this medium can become costly and ineffective. You may be able to include other sponsor's leaflets that will help cover your costs.

It is also essential that your marketing information does not become out-of-date because of service changes.

Newspaper

Newspapers are a common way of providing transport information for special events. There are a range to choose from, including national papers, local papers and special magazine inserts.

This medium is well suited to publicising transport information because it is possible to use images, diagrams and text to convey your message. Newspapers are easily accessible, timely, and your message can be cut out and used as a reference. It is fairly cost effective to create and place advertisements.

For larger events it may be possible to promote your transport message through daily news articles by contacting the relevant editor. You should issue press releases at appropriate times to maintain the momentum of your message. Remember to keep reinforcing the positive aspects of public transport and the problems that may occur if visitors drive.

Magazines

Magazines have a longer lead time for production, so you need more forethought and planning before booking. Be careful not to commit any information that might change as the event gets closer, and to phrase information in such a way that it will not go out of date.

Hotline

A toll-free phone number could be used to promote the event and answer questions about transport, times etc. This could be publicised on your promotional material. Make sure that staff answering the phones are well trained and can cope with the incoming call demand. You may consider using a call centre.

Branding

Some special events services have used branding to great effect. For example the 1998 Sydney Royal Easter Show created a brand focussed on a frog (a species found in Homebush Bay, where the event is held). The brand also included a transport slogan:

"Hop on a train, hop on a bus, get there without a fuss – follow the frog to the Royal Easter Show".

The frog emblem was used to mark Royal Easter Show vehicles, such as special bus services. This system made it much clearer for visitors to identify vehicles that would get them to and from the show. The brand was also included on all marketing information, such as newspaper campaigns to reinforce the message.

Remember to keep colours, fonts, graphics and symbols constant to increase recognition.

You could apply your brand to the uniforms of staff that will be assisting visitors to find transport services, or directing crowds.

Producing Publicity Material

Keep the message clear and simple: 'it will be easy by public transport, hard by car'.

Try to organise the flow of information in your marketing to promote walking, cycling and public transport – put these modes first and make the information clear and easy to understand.

Information about car access and parking should come last in the message.

Use positive and negative phrases to reinforce your message. For example, you could use some of the following words to encourage people to use public transport:

- To the door
- A great way to go
- Out the front
- Cheap
- Fast
- Easy
- Effective
- Enjoy a second drink

When discussing information about car facilities, change the message to discourage people from driving. You could use some of the following words to strengthen your message:

- Limited parking
- Arrive early
- Distance to venue
- May be congested
- Cost

Access Maps

An access map summarises the transport access to your site or venue. You will have gathered most of the information you need for your access map during the event audit stage of your planning.

Your map should show pedestrian routes (and gate locations for events with multiple accesses), information for cyclists (including locker and rack locations), public transport stops, travel times to nearest hubs, a summary of timetable information (perhaps the frequency of services from the stop – i.e. every 5 minutes), and any other information that people need to know to get to your event safely and easily without driving.

Remember to use times instead of distances – this helps people to plan their trip more easily. Be realistic about estimated travel times, especially if your patrons include the elderly or less able, or people with small children.

Don't forget to include your access map on your promotional material – you could even include a small version on the back of event tickets.

The NSW Ministry of Transport has created a series of pictograms available for use in marketing transport choices with a best practice guide for passenger transport signage and displays.

The pictograms must be used in accordance with the usage guidelines available from the Ministry of Transport web site:

http://www.transport.nsw.gov.au/pubs_legal/signage-guide.html

Please also follow the guidelines on the Ministry of Transport website regarding copyright.

Images have also been created by the WA Department for Planning and Infrastructure for TravelSmart projects. You could use some of these images on your access map to highlight the locations of important features, such as bike lockers, bus stations or train stations.

If you would like to use the images created by the WA Department for Planning and Infrastructure, a copy of your publication produced using the pictograms should be sent to the Section Leader (Cartography), WA Department for Planning and Infrastructure, PO Box 402, Fremantle, WA, 6959. If used on a website, the web address of the page(s) on which the pictogram(s) appear should also be provided to the above address.

07 – Useful Resources

At a Glance

This list of useful resources has been developed to help you find further information about issues discussed in this resource kit. Wherever possible both State and Federal contacts have been included to reflect the national nature of the guidance. Please note that this list is not exhaustive and you may be able to find more information!

TravelSmart Sites

- TravelSmart Australia - www.travelsmart.com.au
- Victoria – www.travelsmart.vic.gov.au
- Queensland – www.transport.qld.gov.au/travelsmart
- South Australia – www.transport.sa.gov.au/environment/travelsmartsa/index.asp
- Western Australia – www.dpi.wa.gov.au/travelsmart

International Travel Demand Management

- Victoria Transport Policy Institute, Canada – www.vtppi.org/tdm
- European Union Mobility Management – www.mo.st
- Smart Growth Network – www.smartgrowth.org
- European Platform on Mobility Management – www.epommweb.org
- European Local Transport Information Service – www.eltis.org
- UK Department for Transport – www.dft.gov.uk/itwp/index.htm
- Reconnecting America – www.reconnectingamerica.org

Internet Search Facilities

- Google - www.google.com
- Hotbot - www.hotbot.co.uk
- Yahoo - www.yahoo.com

Internet Resources

- Australasian Special Events Portal – www.specialevents.com.au
- Yellow Pages - www.yellowpages.com.au
- White Pages – www.whitepages.com.au

Australian Government and Related Resources

- Association of Australian and New Zealand road transport & traffic authorities - www.austroads.com.au
- Australian Greenhouse Office - www.greenhouse.gov.au
- Department of Transport and Regional Services – www.dotrs.gov.au
- Department of the Environment and Heritage – <http://www.deh.gov.au/atmosphere/transport/index.html>

Australian State and Territory Government

- Victorian Department of Sustainability, Environment and Planning – www.doi.vic.gov.au
- Vicroads – www.vicroads.com.au
- South Australia Department of Transport – www.transport.sa.gov.au
- Western Australia Department of Environmental Protection – www.environ.wa.gov.au
- Australian Capital Territory – www.urbanservices.act.gov.au/transroads/index.html
- Queensland Transport Agency - www.transport.qld.gov.au
- New South Wales Roads and Traffic Authority - www.rta.nsw.gov.au
- New South Wales Department of Infrastructure, Planning and Natural Resources - www.dipnr.nsw.gov.au
- New South Wales Ministry of Transport - www.transport.nsw.gov.au

- Northern Territory Department Infrastructure, Planning and Environment - www.nt.gov.au/ipe/dtw
- Tasmania Department of Infrastructure, Energy and Resources - www.dier.tas.gov.au/

Pedestrian Links

- Pedestrian Council of Australia - www.walk.com.au
- US Walkable Communities Inc. - www.walkable.org

Cycling Links

National

- Bicycle Federation of Australia - www.bfa.asn.au
- Australian Cycling Federation - www.cycling.org.au
- Western Australia Department for Planning and Infrastructure - www.dpi.wa.gov.au
- Australian Bicycle Council - www.abc.dotars.gov.au

New South Wales

- Bicycle NSW - www.bicyclensw.org.au
- New South Wales Transport Authority - www.rta.nsw.gov.au/hubpages/hub_bicycle.html

Victoria

- Bicycle Victoria - www.bv.com.au
- Victoria Transport Authority - [www.vicroads.vic.gov.au/vrne/vrninte.nsf/docandvdp/Cyclists?OpenDocument&Area=\[Cyclists\]](http://www.vicroads.vic.gov.au/vrne/vrninte.nsf/docandvdp/Cyclists?OpenDocument&Area=[Cyclists])

Queensland

- Queensland Transport Authority - www.transport.qld.gov.au/cycling
- Bicycle Queensland - www.bq.org.au

South Australia

- Bicycle Institute of South Australia - www.bisa.asn.au/index.html
- South Australia Department of Transport - www.transport.sa.gov.au/bikesouth/

Western Australia

- Western Australia Transport Authority - www.transport.wa.gov.au

Tasmania

- Bicycle Tasmania - www.biketas.org.au

Australian Capital Territory

- PedalPower ACT - www.pedalpower.org.au
- Australian Capital Territory Transport Authority - www.urbanservices.act.gov.au/transroads/bicycles.html

International

- US National Centre for Bicycling and Walking - www.bikefed.org
- US The Bikeplan Source - www.bikeplan.com
- Bicycle Federation of America - www.bikefed.org

Public Transport Links

New South Wales

- New South Wales Public transport Information - www.131500.com.au
- NSW CountryLink - www.countrylink.info

Victoria

- Victoria Public Transport Information - www.victrip.com.au
- Bus Association Victoria - www.busvic.asn.au

Queensland

- Queensland Transport Index - www.transinfo.qld.gov.au/OtherTransportLinks
- Queensland Public Transport Information - www.transinfo.qld.gov.au
- Queensland Rail - www.qr.com.au

South Australia

- Bus South Australia - www.bussa.com.au

Western Australia

- Western Australia Public Transport Information - www.transperth.wa.gov.au

Tasmania

- Transport Homepage, DIER - Transport Division, Tasmania - www.transport.tas.gov.au/index.html

Northern Territory

- Northern Territory Public Transport Timetables - www.nt.gov.au/ipe/dtw/timetables

Australian Capital Territory

- ACT Buses - www.action.act.gov.au

International

- International Association of Public Transport (Australia/New Zealand) - www.uitp.com

Police and Emergency Services

- NSW Police - www.police.nsw.gov.au
- Western Australia Police - www.police.wa.gov.au
- South Australia Police - www.sapolice.sa.gov.au
- Queensland Police - www.police.qld.gov.au
- Victoria Police - www.police.vic.gov.au

- Northern Territory Police, Fire and Emergency Services - www.nt.gov.au/pfes/
- Australian Capital Territory Police - www.police.act.gov.au
- Tasmania - www.police.tas.gov.au

01 – Getting Started

Traffic Management for Special Events 2002, NSW Roads and Traffic Authority - http://www.rta.nsw.gov.au/trafficinformation/downloads/tmc_specialevents_dl1.html

02 – Roles and Responsibilities

Reconnecting America Organisation - www.reconnectingamerica.org

05 – Package of Measures

Public transport information - www.131500.com.au

Fuel Consumption Guide - www.greenhouse.gov.au/fuelguide/index.html

06 – Promotion and Awareness

Pictograms for use in marketing transport choices - http://www.transport.nsw.gov.au/pubs_legal/signage-guide.html

08 – Case Studies

- **Floriade Festival, Canberra**
- **Formula One Grand Prix, Melbourne**
- **National Folk Festival 2003, Canberra**
- **Transport Infoline, NSW**
- **Suncorp Stadium, Brisbane**
- **Subiaco Oval, Perth**
- **Gay and Lesbian Mardi Gras, Sydney**
- **Commonwealth Games 2002, Manchester**
- **Champions League Final 2002, Manchester**
- **Edinburgh Special Events**

08 Case Studies: Floriade Festival, Canberra

The Situation

Floriade, Australia's premier flower festival, is set in approximately 1.5 hectares of Commonwealth Park in Canberra. The event is now in its 15th year and attracts over 330,000 visitors during September and October each year.

Commonwealth Park is about a five minute walk from the centre of Canberra, providing the opportunity for a high level of service for walking, cycling and public transport.

The Solution

To encourage people to leave their cars at home, the organisers have negotiated with the local government owned Action Buses to provide a high frequency service to Floriade from each of the four main town centres in Canberra. Information about public transport services is available by phoning the Action Buses information line on 13 17 10, or via the web site at www.action.act.gov.au. The buses are also branded with the Floriade event advertising to increase awareness of public transport options.

A drop off point is provided close to the main entrance for families with children and less mobile visitors.

Pedal Power ACT, a non-government cycle organisation, provides temporary cycle racks for the event. The racks are installed at most entry gates for the duration of the free event, with cyclists being advised to bring their own locks.

08 - Case Studies: Formula One Grand Prix, Melbourne

The Situation

The Melbourne Grand Prix is the first race of the Formula One Grand Prix season. The race is a highlight on the sporting calendar in Australia and is attended by nearly 360,000 spectators each year over a 4-day period, with Saturday and Sunday being the busiest.

The Australian Grand Prix Corporation work closely with three working committees: Police and Emergency Services; Traffic and Transport; and Race Organisers. The Traffic and Transport Committee works closely with a range of stakeholders including the Department of Infrastructure, Local Authorities, public transport operators, Victoria Police and consultants.

The Solution

Positive messages about non-car modes of transport are repeated throughout the marketing and general information provided in support of the Grand Prix. A sample statement from the Motorcycle and Bicycle Parking Information Sheet reads "With access limited and parking heavily restricted in the local area, taking a bicycle to the Event will be hassle free". These messages help to reinforce the message that it is easiest to leave the car at home.

Public transport

Public transport is a primary travel option for the majority of people travelling to the Grand Prix.

Information for a variety of transport modes is provided on the Grand Prix web site, including train, tram, bus or coach, bicycle/motorcycle and taxis. Information about catching public transport to the racetrack is also provided on the Victoria public transport information line and website at www.victrip.com.au.

Express tram services are provided from the CBD to the racetrack, at peak times running every 2-5 minutes, with free travel for spectators showing their Grand Prix ticket.

Buses replace local tram services along the same route, maintaining travel options for local business and residents.

The level of service provided by train services is raised during the Grand Prix by increasing the size of the trains from three to six carriages, and operation of Saturday service levels on Sunday morning.

Access route maps are provided to charter coaches to ensure that they do not drop off or pick up in restricted areas to reduce risk of traffic congestion and safety issues. The route maps highlight which roads are to be used, they also indicate the location of bridges (with height restrictions), speed limits and daily restrictions on direction.

Taxis

Taxi ranks are provided at five Gates and drivers are provided with access maps highlighting preferred routes for taxis. Rank supervisors are used to control the ranks between 7am and 1pm for arriving spectators and between 1pm and 7pm for departing spectators on all four days.

Bicycle and Motorcycle Parking

The Australia Grand Prix Corporation has, with the Motorcycle Riders Association, developed two secure, supervised parking compounds to encourage people to ride bicycles or motorbikes to the racecourse. The compounds are supervised between 7am and 7pm, and people using these facilities are offered the choice of leaving their bags and cycle gear with their bike or securing those articles in the cloakroom.

Costs for cycle parking have been set at \$3 per day for bicycles (\$5 per day for motorcycles) and \$2 per day per item for bags and cycle gear.

Unsupervised bicycle racks are also provided at a third gate, to increase capacity for bicycle parking, although the racks are unsupervised.

Car Parking

Parking is an important issue around the venue each year and temporary parking controls are established in the grand prix area to encourage people not to drive. Permitted parking durations are set at 2 hours or less. The local community is exempt from the parking restrictions by displaying their current Council Parking Permit.

Information on the web site stresses that there is no parking close to the circuit and that illegal parking will be subject to heavy fines or tow-aways.

Spectators are advised to leave the car at home and travel by public transport, or to park at a suburban station and catch a train to the city.

The Results

Surveys indicate that a public transport mode split of 54% was achieved for the 2003 Grand Prix, an increase of 6% over the 2002 survey results.

There was an overall increase in patronage for Yarra Trams of 5% between 2002 and 2003, with nearly 200,000 patrons over the four days.

An increase in demand for M>Trams was also identified, with patronage increasing by nearly 2% on 2002 figures (over 16,000 patrons over the four days).

08 – Case Studies: National Folk Festival 2003, Canberra

The Situation

The National Folk Festival is an annual event held for over 30 years. The venue is now permanently located in Canberra. Prior to 1990, the venue rotated around the capital cities. The festival runs for five days over the Easter Weekend, with day tickets and camping facilities for people who want to stay for the entire festival. The 2003 festival involved more than 1,200 performers in 17 venues for 16 hours a day – 100 concerts, 80 workshops and sessions. Attendance levels have increased by more than 300% over the last ten years, with attendance figures for 2002 reported to be in the region of 13,000 people.

The festival is held in a purpose designed 88 hectare festival site (EPIC) in North Canberra, about eight minutes drive north of the city centre. The site is accessible by public transport, although services are limited over Easter when the festival is being held. It is also accessible by bike path from the city centre. All venues have wheelchair access and there is parking for approximately 2,000 vehicles on site.

The Solution

The organisers of the festival have developed a range of solutions to support the use of sustainable transport modes, including cycling and public transport. The locations of public transport and cyclist facilities are indicated on the festival plan.

To encourage people to cycle to the festival Pedal Power ACT, a non-Government cycle organisation, offers free bike minding from 10am to 10pm between Monday and Friday, although patrons are advised to bring their own bike locks for added security. The volunteers who run the service are rewarded with a free ticket to the festival.

The ACT public transport operator, Action Buses, provides public transport services to the site. Route 56 provides a direct service between the festival and the Civic Centre, while there are six other services that provide access.

Because the event is held over the Easter public holiday, some public transport services finish early. During these periods, the festival organisers provide a free charter bus between the festival and the city, running every hour from 8pm to 11pm. Public transport information is advertised on the festival web site and in the festival program.

The organisers also produce an information book for co-ordinators, shift managers and other personnel to explain festival information, policies and procedures. This includes information about access to the festival site, public transport information and cyclist facilities. The guide is a useful resource enabling these staff to answer questions about getting to or from the festival.

The Results

A survey of visitors to the festival in 2003 found that 81% of respondents travelled to Canberra for the festival by private vehicle, while around 8% travelled by air, 6% travelled by bus (up from 4% in 2002), 2% travelled by train and 4% unspecified.

Observations of the cycle parking facilities by Pedal Power ACT, noted that demand for bicycle parking exceeded capacity at the racks provided inside the main entrance to the festival, with up to 50 bicycles parked at peak times, including some parked adjacent to the racks.

While signs were provided outside the festival to highlight the availability of free undercover parking inside the festival, some patrons chose to park their bicycles outside in various locations.

The valet parking facility was provided to the rear of the festival site, with signage on posts and trees to highlight the route from the main entrance. Observations of demand for the valet parking facility found that Saturday was the busiest day, with up to 34 bicycles parked. Cyclists using this facility were given a numbered ticket, with the other half of the ticket being attached to their bicycle for identification at collection time.

Volunteers from the cycle parking facilities reported that they enjoyed the event and dispensed advice on touring and bicycle repairs, and that feedback from riders was very positive.

08 – Case Studies: Transport Infoline, NSW

The Situation

Beginning in November 1999, Transport Infoline was set up by Transport NSW to play a significant role in providing transport information throughout the Sydney 2000 Olympics and Paralympics. The two main mediums for receiving this information are the 131 500 transport infoline phone number and the www.131500.com.au website. Since the Olympics, the Transport Infoline has become the key transport information tool for people living in Sydney and the Greater Sydney area, bounded by Port Stephens in the North, Dungog and Scone in the Hunter, Bathurst in the West, Goulburn in the South West, Nowra in the South and Sydney in the East.

The Solution

Transport Infoline offers a comprehensive information service through a modern call centre with an interactive voice response system (IVR) at 131 500. Call centre operators are available from 6am to 10pm, 7 days a week to answer transport queries. Information on service changes, trackwork and transport to events is available 24 hours a day.

The website provides a comprehensive guide to all major transport services in the metropolitan area and provides a trip planner, timetable information, service change information and links to all transport companies and popular tourist facilities.

Participating transport organisations include the Ministry for Transport, the State Rail Authority of NSW (comprising CityRail and CountryLink), State Transit (Sydney Buses, Sydney Ferries and Newcastle Buses and Ferries) and the Bus and Coach Association NSW (private bus operators).

The Results

Transport Infoline has made it much easier to receive reliable and accurate timetable, route, ticket and fare information for trains, buses and ferries in the Greater Sydney area.

The public transport utilisation rates for special large events in the Sydney area have been greatly enhanced since the formation of the Transport Infoline service (2000 Sydney Olympics and Royal Easter Show in particular).

One of the recently enhanced features of the web site is a comprehensive guide on how to travel to special events and attractions in NSW. Relationships have been formed with sporting facilities, clubs and organisations to provide detailed transport information to match-day events.

08 –Case Studies: Suncorp Stadium 2003, Brisbane

The Situation

The Suncorp Stadium is a 52,500 seat, world class state-of-the-art sports venue with the capability to host a number of both local and international sporting events such as rugby league, rugby union and soccer. The design and proximity of spectators to the playing surface ensures best views and atmosphere, not experienced in Queensland previously.

The Solution

A Transport Management Plan was developed to address the following:

- Maximise the use of public transport on event days to and from the stadium, while minimising the dependence on private vehicle use;
- Ensure local residents and businesses have minimal disruption before and after events;
- Minimise local traffic and public transport disturbance on event days;
- Maximise public safety in and around the stadium.

Stadium management has been undertaking advertising and media campaigns detailing public transport schedules, road closures and changes to traffic and transport conditions on event days. The main emphasis of this campaign has been placed on the use of public transport. There are parking restrictions on event days (5 minutes generally) in the Suncorp Stadium precinct. Time regulated zones do exist near businesses and restaurants where longer term parking is permitted.

A key feature in attending an event at the stadium is the free travel offer on QR Citytrain and Brisbane Transport bus services. By simply presenting their admission ticket as they board, patrons are enabled to travel free to the stadium.

The design for the redevelopment of the stadium includes a 12 bay bus station adjacent to the stadium, 1.7km of upgraded pedestrian walkways (including to the local rail station) and 280m of elevated walkway.

The Results

Surveys of capacity crowds at Suncorp Stadium have found that the public transport mode split target of 80% has been met.

08 – Case Studies: Subiaco Oval, Perth

The Situation

Subiaco Oval is the largest and most recognised stadium in Western Australia with a capacity of over 43,000 and world-class facilities. Subiaco Oval was built in 1908 and was then known as Mueller Park, with the first match on 9th of May in that year between Subiaco and East Perth. The facilities have been consistently improved since.

Today Subiaco Oval is the major stadium for sporting events, such as AFL football, soccer and rugby in Perth. It is centrally located in the metropolitan area 3 km west of Perth CBD along the Fremantle railway line. Transperth operates extra trains during special event days with patrons using Subiaco and West Leederville Stations which are located west and east of the stadium entrances respectively.

Both of Western Australia's AFL teams, the Fremantle Dockers and the West Coast Eagles, use Subiaco Oval as their home ground. Occasionally, Perth Glory which is the national soccer league team for Perth has games at Subiaco Oval. The Subiaco ground is also used for rugby league and rugby union and other major special events.

Transport to special events at Subiaco Oval, such as the football games, is a major issue with limited paid parking in the vicinity of the stadium and on-street parking restrictions during event days. The high volumes of car traffic into the area on event days have a significant impact on the mostly residential area surrounding the stadium.

The Solution

Inclusion of Public transport Fares in Ticket Prices

The Perth Glory soccer club has an arrangement with Transperth to include the public transport fare for train and/or bus services in the ticket price. This had been quite successful in relieving the parking requirements during match days.

However, the AFL teams (Fremantle Dockers and West Coast Eagles) and the WA Football Commission do not support the inclusion of public transport fares in the ticket prices. The City of Subiaco, that has a TravelSmart Action Plan, has been encouraging the AFL to include public transport fares in the ticket prices.

The Transperth website, at www.transperth.wa.gov.au provides information on the public transport services to the football games in Perth.

Graduated Parking Fees

The largest car parking area adjacent to Subiaco Oval is located at Mueller Park. On event days, the City of Subiaco has introduced parking fees where a \$10 parking fee is charged for a car with 1 or 2 occupants. For each additional passenger, \$1 is taken off of the fee to a minimum charge of \$7 for the day. (\$9 for 3 people, \$8 for 4 people, \$7 for 5 or more people in one vehicle)

Transperth Special Event Tickets

Transperth sells a special event return ticket on football days for groups of patrons to travel to Subiaco Oval using the train and/or bus. This ticket can be purchased at the first point of boarding, at a train station or from the driver on a special football express bus. The current fare for a return special event transport ticket is \$7.50 as of 6 July 2003. It entitles 2 adults and up to 5 children to ride on the same ticket.

Visitor's Permits for On-street Parking

Residents can obtain an on-street parking permit for their use or a visitor on event days. Up to two transferable Visitor's Permits are available on a yearly basis to all the residents of Subiaco. When correctly displayed, these permits are valid on Saturdays, Sundays and public holidays and allow visitors to park in the residents and visitors parking scheme areas as well as time restricted areas.

The Results

The management of the demand for parking at Subiaco Oval and the promotion of integrated event tickets with public transport and football fees combined encourage more people to use public transport. This makes it easier for people to use public transport because a separate ticket for the train or bus is not required.

The graduated parking fees at Mueller Park have encouraged carpooling and ride sharing so that very few cars are parked using the \$10 parking fee. This initiative also reduces the parking requirements with fewer vehicles being better utilised.

08 – Case Studies: Gay and Lesbian Mardi Gras, Sydney

The Situation

The Sydney Gay and Lesbian Mardi Gras is an annual festival with a variety of arts and entertainment events held throughout the city.

Each year the launch ceremony is held at a focal point in the city and attracts nearly 25,000 people. In recent years the opening ceremonies have been held at the Opera House Forecourt, while in 2003 the launch ceremony was held in Hyde Park.

At the conclusion of the Mardi Gras, a street parade is held through Sydney from Hyde Park in the city centre to Fox Studios. The street parade attracts around 300,000 spectators, the majority of whom travel into the city for the night of celebrations.

The Solution

The event organisers have a strong focus towards collaboration with relevant stakeholders, including state agencies, public transport operators and councils. This process is started up to six months before the start of events to enable sufficient time for planning of street closures, safety management plans and other planning for the myriad of events that take place during the Mardi Gras.

This stakeholder consultation process is beneficial for the event organisers, and for the agencies and transport operators. In past years, the transport operators have worked with the event organisers to tailor their marketing programs to the theme for the year.

Road closures are a key aspect of the street parade. These require considerable planning to ensure that spectators and other pedestrians can move freely and safely through the city, and that traffic management in the city is not adversely affected. The road closures have a secondary effect of reducing car travel into the city on the evening of the street parade and reducing the likelihood of people attempting to drive into the city to park.

The road closures require re-routing of bus services for the evening, which are supplemented by extra services to cater for the additional demands.

Additional services are also provided after the event to help transport people home, or to 'after-parties' held around the city.

Street signage is provided from public transport stations to help guide pedestrians to key areas for the parade.

The event organisers work closely with the NSW Transport Infoline in the lead-up to the event so that detailed information is provided on 131 500 telephone line and the www.131500.com.au website.

The event organisers also hold a media briefing session to inform this market about arrangements for the parade. The organisers have found that this is beneficial and that the message works well with the Friday drive-time radio programs and Saturday night radio programs during the parade.

The Results

Sydney CBD typically has a high non-car mode split because of the excellent connectivity provided by the public transport system and reduced parking availability, and during the Mardi Gras, the majority of people choose to travel by non-car modes of transport.

The increased public transport services and re-routed bus services work well, ensuring that transport in the city is able to cope with the additional demands placed on it during the event.

Drivers are encouraged not to travel to the event because of road closures and limited parking, which makes public transport the most attractive mode of travel on the night.

08 – Case Studies: Commonwealth Games 2002, Manchester

The Situation

The 2002 Manchester Commonwealth Games was the largest ever multi-disciplinary sporting event in the UK, and a major focus of the Queen's Golden Jubilee celebrations. The event cost in the region of £135m in new sports facilities, with competitors from 72 countries competing at a total of 15 competition venues across the city. It was estimated that over 1 million spectators attended the event, which had a global TV audience of over 1 billion viewers.

Due to the dispersed nature of the venues, the ease of access by public transport to individual sites was variable. However, there was a target to achieve a 50:50 split between private and public modes, and whilst not as ambitious as the Sydney Olympic Games (90% non-car trip target), there was a considerable effort to promote sustainable alternatives.

The Solution

A multi-agency approach was taken, with a Transport Steering Group spearheading the task of co-ordinating parking strategies, public transport, stadium shuttle services, rail services, traffic management and communications.

To encourage people not to drive to the venues, 7,000 park and ride spaces were identified around the city, with a "City Link" walk route being created from the city centre, and improved access at rail and bus stations. Improved pedestrian and vehicle signage was installed, accompanied by various highways works and signal installation to aid traffic management. A further 9,000 park and walk spaces were identified approximately one mile from the main stadium.

Whilst a fleet of 95 buses ran dedicated services for the athletes, their families and officials, a temporary bus station was constructed at the SportCity site, with dedicated frequent free bus services being introduced to and from the city centre.

The organisers also adopted a comprehensive communication strategy to disseminate transport information, which included a major marketing campaign, a web site, a Games radio station, and dedicated pages in the local newspaper giving details of the transport options. There was also a comprehensive cycle strategy, with the installation of temporary cycle racks at each of the main event venues.

The Results

Ticket sales for the games went fantastically well, with faster sales even than Sydney. The resulting effect on the use of public transport and the park and ride sites was an estimated 20:80 private/public transport modal split, far in excess of the original goal. This equated to over a million trips made by public transport, and an estimated 200,000 fewer car journeys.

On an average day, there were 7,500 cars in the park and ride sites, 45,000 people using the shuttle and bus services, 2500 coach passengers and very few people parking in the identified park and walk zones.

The total cost of the transport measures were just over £4m, with public transport accounting for nearly £2m, and traffic management measures just over £1.5m.

08 – Case Studies: Champions League Final 2002, Manchester

The Situation

The UEFA Champions League is the premier football (soccer) tournament in Europe, with the final rotating between different venues each year. The 2002 Final was held at Old Trafford, the home of Manchester United Football Club (MUFC). Whilst the stadium itself has already adopted a comprehensive set of measures to cater for normal domestic matchday traffic, the number of visiting fans is usually limited to a few thousand tickets, even for the qualifying rounds of the Champions League.

Whilst Manchester United did reach the quarter final stage, and were the only English team to reach that stage, a transportation plan was required to satisfy the large number of anticipated visiting fans attending the final from Spain and/or Italy.

The minimum scenario was an anticipated 18,900 visiting fans, whilst if the final were contested between two Spanish/Italian teams, up to 37,800 fans and a further 13,600 media, officials, sponsors and VIPs were expected to attend. The total matchday attendance was predicted to be over 59,200 people, excluding officials and support staff. Due to the distances involved, it was anticipated that the majority of fans would arrive by plane.

The Solution

The organisers of the final established a transport plan to model the different options, involving Manchester Airport, the Greater Manchester Passenger Transport Executive, Manchester City Council, and officials from Manchester United and UEFA.

A number of different scenarios were modelled to predict the anticipated number of visitors, in order to determine the likely impacts at Manchester Airport, and the movement of fans between the airport, Manchester city centre and the stadium, and the implications for public transport requirements. Whilst the arrival of fans was expected to be concentrated into a period of 24 hours before the match, the majority of departures were expected to occur within several hours of the match ending.

Therefore, the operation after the match was in many ways the more crucial part of the operation, particularly due to the need to minimise delays to outbound aircraft air traffic control slot times.

With co-operation between the airport authorities and public transport operators, it was determined that up to 5,000 fans an hour would be processed through the arrivals hall, and that three extended coach parks would be required, with capacity for up to 320 vehicles. Although the majority of fans were expected to have arranged their visits with tour operators, consideration was also given to providing increased rail services and bus shuttle services to the city centre.

Additional services were also laid on between the city centre and Old Trafford, as well as a dedicated walking route, to be sign posted according to the nationality of the visiting fans. Coach drivers were given designated routes to both the city centre and the stadium, and there were also extensive security operations and segregation considerations to prevent any violence between opposing fans.

The Results

With Manchester United being knocked out in the quarter finals, the final was contested between Italian teams AC Milan and Juventus (Turin). This reduced the complexity of having to cater for two different nationalities, but was effectively the largest movement scenario predicted at the modelling stage.

There were in excess of 600 extra flight arrivals and departures from Manchester Airport, in addition to the normal scheduled operations. This required a major logistics challenge in itself, with the second runway being closed for the day to provide additional remote parking ramps, which in turn had a significant effect on slot times due to the use of a single runway.

The majority of fans arrived by air, and then transferred to coaches either directly to Old Trafford or via the city centre. Traffic congestion was not thought to be an issue, with less private vehicles attending than would be the case for a normal domestic match (stadium capacity is 69,000).

Although the match went into extra time, compressing the departure window, virtually all flights departed within four hours of the end of the match.

08 – Case Studies: Edinburgh Special Events (Hogmanay Celebrations, Edinburgh Festival, Rugby Union and One-off Events)

The Situation

Edinburgh city centre has enjoyed a renaissance in popularity in recent years, which has led to huge growth in tourist and visitor numbers. In part, this is due to the number of special events that have now become regular items on the annual events calendar.

These not only attract interest and prestige to the city, but there is a major economic benefit as well. The most famous of these are the Hogmanay (New Years Eve) celebrations, the Edinburgh Festival (comedy & performing arts) and the annual six nations rugby union matches, but there are also regular state visits and one off events, such as the Tall Ships.

Edinburgh have therefore commissioned a team to deliver the necessary package of measures required for each event and to provide the effective co-ordination of a number of different organisations.

The Solution

The process of managing the traffic arrangements requires expert knowledge of both the procedures and the local network characteristics and operations. This has led to the creation of a number of working groups under an umbrella group called the Events Planning and Operations Group (EPOG).

This effectively brings together an adequately resourced team of experienced practitioners able to build on past events, backed by reliable support staff, which has been found necessary to deliver proposals that are workable and safe. Groups represented include the Edinburgh Road Services, Corporate Communications, Emergency Planning, Police, Health & Safety, Fire and Ambulance Services, and Environmental departments.

The ethos of the Special Events team is one of 'Making Things Work' and this demands experience of traffic management and transport operations in the city centre.

Typical event strategies will include temporary Traffic Regulation Orders, a consultation process with local residents and business, road closure and parking restriction drawings, barrier location drawings and traffic management layout drawings.

There is a heavy emphasis on discouraging private car trips to the city centre during these events, and use of public transport is heavily promoted through a range of promotional and marketing activities. This complements existing sustainable travel measures being introduced throughout the city centre, with extensive pedestrianisation, and the provision of cycle facilities at rail and bus stations, as well as other strategic locations.

09 – References/Publications

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01 – Getting Started

Traffic Management for Special Events 2002, NSW Roads and Traffic Authority -
http://www.rta.nsw.gov.au/trafficinformation/downloads/tmc_specialevents_dl1.html

02 – Roles and Responsibilities

Reconnecting America Organisation -
www.reconnectingamerica.org

05 – Package of Measures

Public transport information - www.131500.com.au

Fuel Consumption Guide -
www.greenhouse.gov.au/fuelguide/index.html

08 – Case Studies

Floriade Festival, Canberra

Formula One Grand Prix, Melbourne

National Folk Festival 2003, Canberra

Transport Infoline, NSW

Suncorp Stadium 2003, Brisbane

Subiaco Oval, Perth

Gay and Lesbian Mardi Gras, Sydney

Commonwealth Games 2002, Manchester

Champions League Final 2002, Manchester

Edinburgh Special Events

10 – Key Policies/Initiatives

The following list highlights some of the most important planning policies developed by State, National and International governments to encourage people to reduce reliance on the car. As you can see, a lot of work is being done in this area and it is recognised as an important issue to address worldwide.

Australia

New South Wales

- Action for Air, 1998 (<http://www.epa.nsw.gov.au/air/actionforair/index.htm>)
- Action for Transport 2010, 1998 (http://www.transport.nsw.gov.au/pubs_legal/act2010.html)
- Shaping Our Cities, 1998 (<http://www.planning.nsw.gov.au/plansforaction/metro.html>)
- Draft SEPP 66: Integrating Land Use and Transport (<http://www.planning.nsw.gov.au/programs/services/transportchoice.html>)

Victoria

- Melbourne 2030 (www.melbourne2030.vic.gov.au)
- Linking Victoria (www.linkingvictoria.vic.gov.au)

Western Australia

- Metropolitan Transport Strategy (under review as at November 2003) (<http://www.dpi.wa.gov.au/metro/policies/pdfs/mts.pdf>)
- Better Public Transport (under review as at November 2003) (<http://www.transport.wa.gov.au/tenyearplan/home.html>)
- Metropolitan Region Scheme (See <http://www.wapc.wa.gov.au>)

South Australia

- Draft Transport Plan (http://www.dtup.sa.gov.au/transport_plan/transport_plan.htm)

Queensland

- Draft Integrated Transport Planning Framework ([http://www.transport.qld.gov.au/qt/rtpweb.nsf/files/multimedia/\\$file/ITPF_WEB.pdf](http://www.transport.qld.gov.au/qt/rtpweb.nsf/files/multimedia/$file/ITPF_WEB.pdf))
- Vision 2007 (See link at <http://www.transport.qld.gov.au/qt/railport.nsf/index/freightlogqld>)
- Integrated Regional Transport Plan for South East Queensland (<http://www.transport.qld.gov.au/qt/IRTPSign.nsf/index/irtp>)

United Kingdom

- Transport White Paper: A New Deal for Transport, Better for Everyone (http://www.dft.gov.uk/stellent/groups/dft_control/documents/contentservertemplate/dft_index.hcst?n=7887&l=2)
- Draft Planning Policy Guidance Note 13: Transport (http://www.odpm.gov.uk/stellent/groups/odpm_planning/documents/page/odpm_plan_605902-01.hcsp)

USA

- TEA-21 - Transportation Equity Act for the 21st Century (<http://www.fhwa.dot.gov/tea21/>)
- Reconnecting America: www.reconnectingamerica.org/

International

- Rio Earth Summit 1992 (See www.un.org)
- Kyoto Climate Change Conference 1997 (<http://untreaty.un.org/English/notpubl/kyoto-en.htm>)
- Johannesburg Conference 2002 (See for example <http://www.un.org/News/briefings/docs/2002/SoAfricaPressCfc.doc.htm>)
- The International Council for Environmental Initiatives: www.iclei.org

11 Checklist

This is a sample checklist that you can use to assess your event and to identify opportunities to support the use of sustainable travel. Some of the information here won't be applicable to your event, so feel free to skip the parts that don't apply.

Roles and Responsibilities

- Have you checked to see what planning conditions or process will apply to your event?
- Have you established a steering committee? Remember to leave enough time before your event for planning
- Do you need to contact:
 - Taxi council/companies?
 - Pedestrian/cyclist organisations?
 - Public transport operators?
 - Coach operators?
 - State Agencies, such as VicRoads, Main Roads, or NSW RTA
 - Your local council?
 - Police and emergency services?
 - Environment Agency?
 - Resident Groups?
 - Business Council?

Auditing Your Event/Venue

Selecting a Venue

- Is the venue close to public transport services, such as rail or buses?
- Will you be organising lunches or evening entertainment related to your event?
- How will people travel to these?
- Could you organise a shuttle bus, a coach service, or include free public transport tickets with registration?
- Are bicycle racks available?
- Is access good for pedestrians?

Special Event Types

- What kind of event are you organising?
 - large scale on-street events, such as a street festival, cycle race or triathlon;
 - large scale off-street events, such as a sports events at a stadium;
 - small scale on-street event, such as a local street party in a residential area; or
 - small scale off-street events, such as a conference, or seminar.

Event Characteristics

- What type of event are you organising? Is it a sports event, a music festival, a conference or a different type of event?
- What day of the week will the event be held?
- What time will the event start and finish?
- How many people will come to the event?
- Where do these people live?
- What age group are they?
- How do they normally travel?

Pedestrian Facilities

- If your event is to be held outside, check that the ground is not slippery
- If your event is being held on the street, check enough space is provided for people to walk past
- Identify obstacles and safety hazards
- Identify potential bottlenecks where lots of people will have to fit into a small area
- Identify any areas that have poor lighting or security issues for pedestrians
- Have you marked all pedestrian facilities on your access map?

Cyclist Facilities

- Count the number of parking spaces for cyclists
- Note the location of the racks (make a quick sketch diagram)
- Note whether each rack is covered from the sun and rain
- Note whether each rack will be supervised during the event
- Note whether lockers are provided for bags
- Note whether showers or changing facilities will be available
- Note the location of the nearest cycle routes – you may have to refer to cycling maps available from your local cycling group or Local Council for this information

Public Transport Facilities

- The location of the nearest public transport stops
- The routes that service each of the stops
- Note the start and finish times of services
- Note the usual time between services
- Note whether the public transport stop has a shelter and how much room is available around the stop
- Work out how long it takes to get from the public transport stop nearest to your venue and the nearest interchanges or major destinations
- Note safe walking routes from bus stops/railway stations
- Are bus stops attractive and well lit?
- Could public transport operators set up 'real-time' timetable information for your event?

Access for People with Mobility or Visual Impairments

- Are there any stairs without lifts, or other barriers to wheelchair users on the main routes between your venue and public transport stops?

- Does your venue have very slippery floors, such as marble?
- Are there any safety hazards or obstacles?
- Are there any steep ramps, or stairs at the entrance or within the venue?
- Are walkways wide enough for wheelchairs?
- Do you have staff to assist people with mobility or visual impairments?
- Where are disabled parking spaces located and how many are there?
- Can you negotiate a public transport stop at the front of your venue?

Car Parking

- The type and location of car parking **in the vicinity** (usually within about 800m walking distance) of the event location
- Is parking on-street (kerbside) or off-street (i.e. in a multi-storey car park)?
- Is it paid parking, or free? If it is paid, how much does it cost?
- How many spaces are available in the vicinity of the site and how far from the venue is it?
- Do the parking areas close at certain times?
- Are there parking spaces at the front of the venue? If so, could they be replaced with a public transport stop or taxi rank?

Objectives, Targets and Indicators

- Have you set your objectives? Do they relate to results of the site audit?
- Have you set your targets? Are they **S**pecific **M**easurable **A**chievable and **R**ealistic?
- Have you identified the 'key performance indicators' that will track progress towards targets?
- Could you identify a 'baseline' through a survey?

- ❑ Are your targets and objectives aligned to the planning policies of your local council and state government?

Potential Measures

Pedestrian Facilities

- ❑ Have you marked pedestrian routes on your access map?
- ❑ Have you used walk times, rather than distances? – Times are more effective in journey planning
- ❑ Are pedestrian routes good quality?
- ❑ Are there any 'missing links', such as missing pedestrian crossings at busy roads?
- ❑ Have you organised queuing facilities at stations, or other places where pedestrians may have to wait?
- ❑ Could you arrange for staff to entertain and inform waiting pedestrians?
- ❑ Could you provide televisions at queue points to inform and keep people relaxed? – You may be able to subsidise these through advertising or sponsorship
- ❑ Do you have staff on hand to answer questions about public transport services and timetables? – You could give staff an information sheet to help them answer questions
- ❑ Are queuing areas covered from the sun and rain?
- ❑ Have you told people attending the event about the safest pedestrian routes?
- ❑ Do you need to contact police about organising temporary crossing facilities?
- ❑ Could you contact the State road authority to discuss temporarily making pedestrian crossing times longer at key intersections?
- ❑ Do you need to provide mats or floor covers for outside areas?
- ❑ Are pedestrian routes well lit if people will be walking to or from your event in the dark?

Cyclist Facilities

- ❑ Do you need to provide storage facilities for cyclists on public transport services to your venue?
- ❑ Have you got enough bicycle parking facilities for your event?
- ❑ Could you provide a 'valet' parking facility for cyclists? – think about offering free tickets to the event to volunteers
- ❑ Are bicycle parking facilities
 - located in a high visibility area, rather than an unused corner of the site?
 - covered from the sun and rain?
 - convenient to get to?
 - set up for cyclist to access them – with plenty of room for transition from cycling to walking to parking?
- ❑ Have you contacted your local cycle clubs, shops or State cycle group?
- ❑ Have you publicised your bicycle parking facilities on your site map and all public transport access information?
- ❑ Do you have lockers for cyclists to store their helmets?
- ❑ Could you arrange with a local shop to offer reduced rate or free bicycle 'tuning'?
- ❑ Could local bicycle shops sell common parts such as inner tubes, batteries and lights?
- ❑ Have you marked local bicycle routes on your access map?
- ❑ Have you told people attending the event about the bicycle routes?

Integrated Ticketing

- ❑ Have you contacted your State Planning Agency to discuss the opportunity to provide an integrated ticketing system?
- ❑ Have you identified the public transport operators that serve your area?
- ❑ Are they public or private organisations?

- Do you know how many people would use integrated transport tickets?
- Do you know how many services will be required?
- Do you know how much the invested service would cost?
- Have you identified the cost-sharing arrangements?
- How will you raise the revenue?
- Have you agreed payment and apportionment mechanisms?
- How will you arrange tickets – will people show their event pass?
- Have you told people attending the event about ticket savings?

Public Transport Facilities

- Have you identified the public transport services that serve your venue?
- Have you shown public transport information on your site plan? – Remember to include:
 - Stop locations
 - Timetable information in a simple format
 - Journey times to key destinations, such as rail stations or bus interchanges
- Could you organise an integrated ticket for travel to your event? Remember to:
 - Identify the number of people who would use the service
 - Identify the service costs and cost-sharing arrangements
 - Identify potential sources of revenue (ticket surcharge or Government contribution)
 - Confirm the apportionment of revenue to public transport operators
- Do you need a combination ticket for rail and shuttle bus services to your venue? – could you brand the ticket?
- Do you need to organise staff to entertain and inform waiting passengers?

- Would televisions at key points help to inform and relax waiting passengers? – Could you invest in the televisions through advertising or sponsorship?
- Have you given staff a printed summary of timetable information so that they can answer questions?
- Can you locate public transport stops close to the front of your venue?
- Could you investigate opportunities to use 'real-time' timetable information for travel to your event?
- Could you provide 'express' services from key transport hubs? Remember to maintain any existing local services.

Ride Sharing

- Could you arrange a cheaper parking price for people that rideshare?
- Can you arrange a rideshare scheme through the Internet, or create a specific event page on another rideshare website?
- Could you promote ridesharing through the event information line?
- Have you marked ride share spaces close to the event entrance?
- Have you told people attending the event about ride sharing?

Trip Planners

- Will your trip planner be printed, on a website or a telephone service?
- Can you provide a dynamic service that changes if services change?
- Have you identified key public transport hubs, such as rail or bus stations?
- Have you gathered information about services on those routes?
- How will you present the information? – try to use times, not distances

- Do you need to involve stakeholders, such as public transport operators?
- Can you create a special page for your event on your local public transport information line?
- Have you told people attending the event about trip planners?

Taxis

- Could you create temporary taxi ranks close to your site access?
- Have you got signage to direct people to and from taxi facilities?
- Do you need to provide information about facilities to taxi organisations?
- Do you need staff to manage taxi ranks? Could you brand their uniforms?
- Can you include information about taxi services on your site map?

Car Park Management

- Does your local council have a parking strategy for your area?
- Do you have sufficient spaces for people with mobility or visual impairments?
- Do you need satellite parking? If so, remember to provide safe walking routes or public transport services between the parking areas to your event.
- Can you mark ride-share spaces in a high visibility area close to your venue entrance?

Staff Vehicles

- If you need to provide staff vehicles, try to select economical vehicles with lower emissions
- Could you provide bicycles for staff, instead of vehicles?
- Remember to provide cycle parking facilities close to site offices and key destinations around your site

Promotion and Awareness

When choosing your medium/s, consider:

- Budget - including production costs
- To what extent the TravelSmart message can be included in the general promotion of your event
- Timing - lead time for booking and production, how much notice to give your audience
- Content, graphics, talent, design
- Reaching your target audience - What time of day? How often? Which medium will be most effective?
- Which will make the most impact - a combination of mediums vs. focusing on one or two
- Advertising - paid (guarantees your message appears)
- Public relations, media coverage - free (but you rely on journalists to broadcast your message)
- Demographics of the people attending your event – choose the most appropriate radio station/s, TV stations etc.
- How can you include a sponsor's message or logo, which will help cover your costs of advertising (but not dilute your main message)

Potential Mediums

- Will you be using Radio?
 - Remember to monitor the message!
- Will you be using promoting your event using television?
 - Have you included your transport brand?
 - Have you included details of the public transport information line?
 - Have you included details of the website?
 - When is your preferred broadcast time?

- ❑ Will you be using the Internet?
 - Have you put transport information in a prominent position on the web site?
 - Have you provided an emphasis on public transport?
 - Have you linked your site to local public transport information lines?
 - Have you included the website address on your promotion material?

- ❑ Will you be using mail or print?
 - Where can you leave the leaflets that people coming to your event will see them?
 - Can you include your access maps with event tickets?
 - Make sure that your information doesn't become out of date because of service changes

- ❑ Will you be using newspapers?
 - Have you included your transport brand?
 - Have you included details of the public transport information line?
 - Have you included details of the website?
 - Can you include diagrams or images to help convey your message?

- ❑ Will you be using Magazines?
 - Remember that magazines can have a longer 'lead' time for production

- ❑ Will you be using a Hotline?
 - Could you use a toll-free number to promote the event and answer travel questions?
 - Have you included your hotline number on promotional material?
 - Are staff well trained and able to cope with anticipated demands?

Branding

- ❑ Remember to keep colours, fonts, graphics and symbols constant to increase recognition.
- ❑ Can you apply your brand to the uniforms of staff?
- ❑ Could you use a slogan to reinforce your message?
- ❑ Can public transport services be marked with your brand or transport logo?

Producing Publicity Material

- ❑ Keep the message clear and simple: 'it will be easy by public transport, hard by car'
- ❑ Try to use positive and negative phrases to reinforce your message. Here are some public transport messages:
 - To the door
 - A great way to go
 - Cheap
 - Fast
 - Easy
 - Effective
 - Enjoy a second drink

Here are some car messages:

- Limited parking
- Arrive early
- Distance to venue
- May be congested
- Cost

Access Maps

- ❑ Can you use pictograms to make your access map easier to understand?
- ❑ Have you marked all pedestrian facilities on your map?
- ❑ Have you marked all cyclist facilities on your map?

- ❑ Have you marked all public transport facilities on your map? Remember to use travel times instead of distances
- ❑ Can you include your access map with event tickets?