

Network Impact Management Plan SOLVING THE BIG SQUEEZE – THE CHEAP AND QUICK WAY

March 2018

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Melbourne is facing a traffic congestion 'squeeze' because of multiple planned major projects closing roads/disrupting public transport



Since 1996 I have worked with some of the worlds largest most congested cities solving far bigger problems in a very quick and cheap way....

Atlanta

Sydney

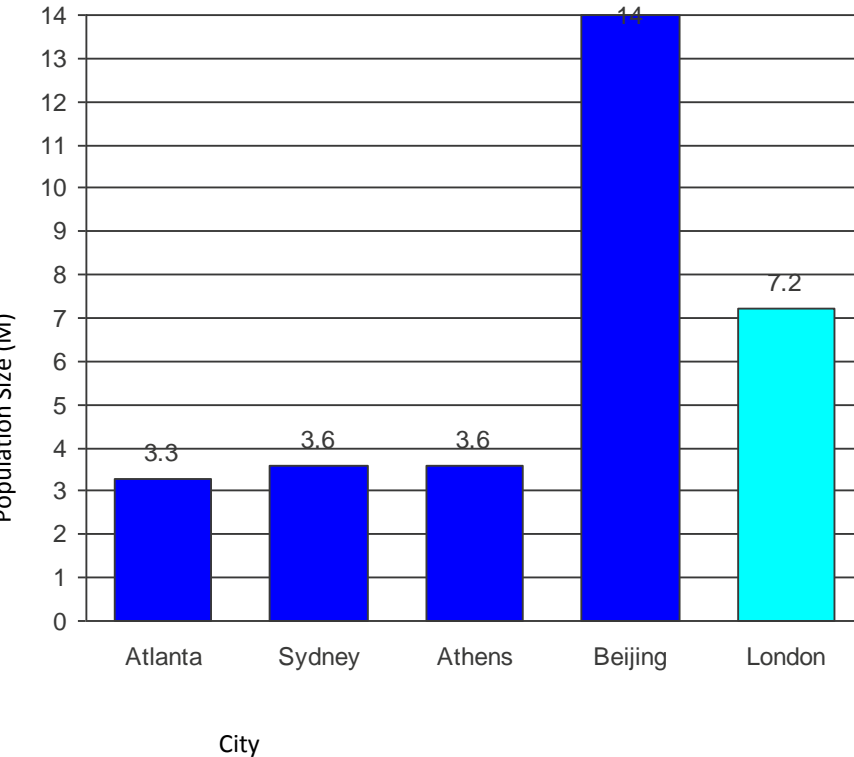
Athens

London

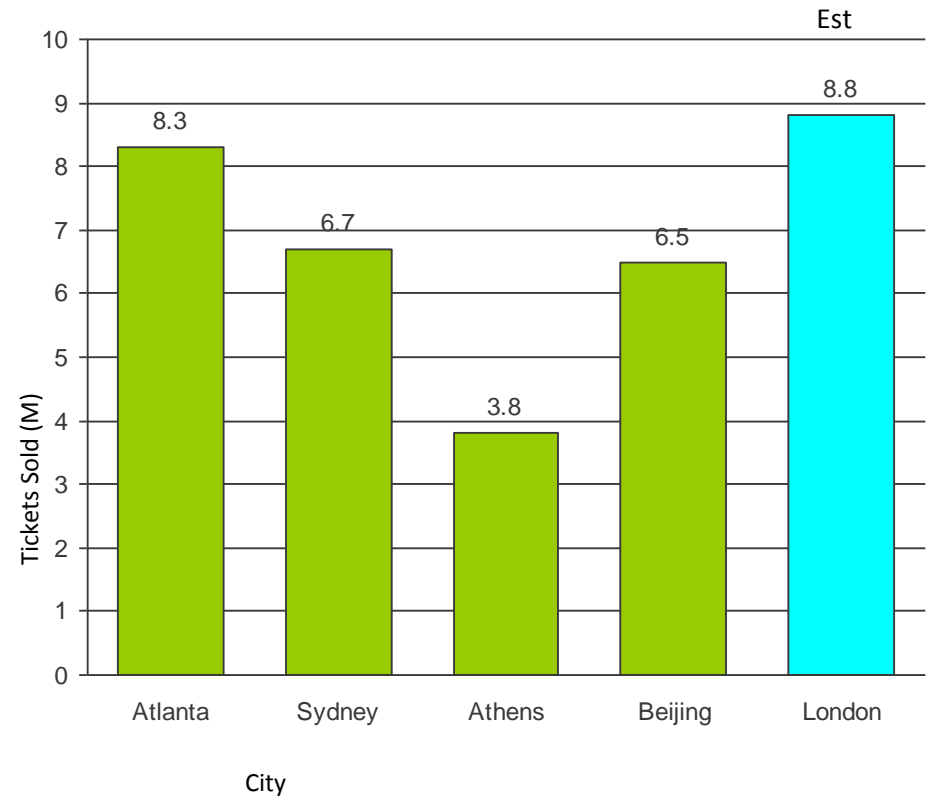
Rio

...they are all host cities for the summer Olympic Games – the largest travel demand disruption these cities will ever face

Comparative Population

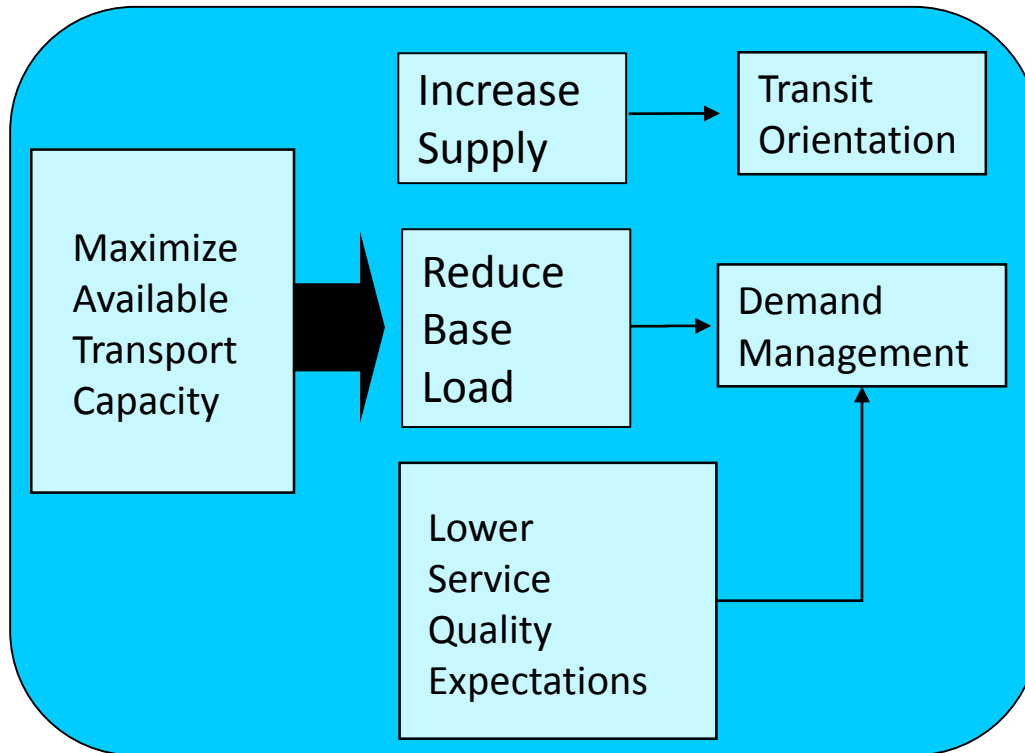


Comparative Olympic Task



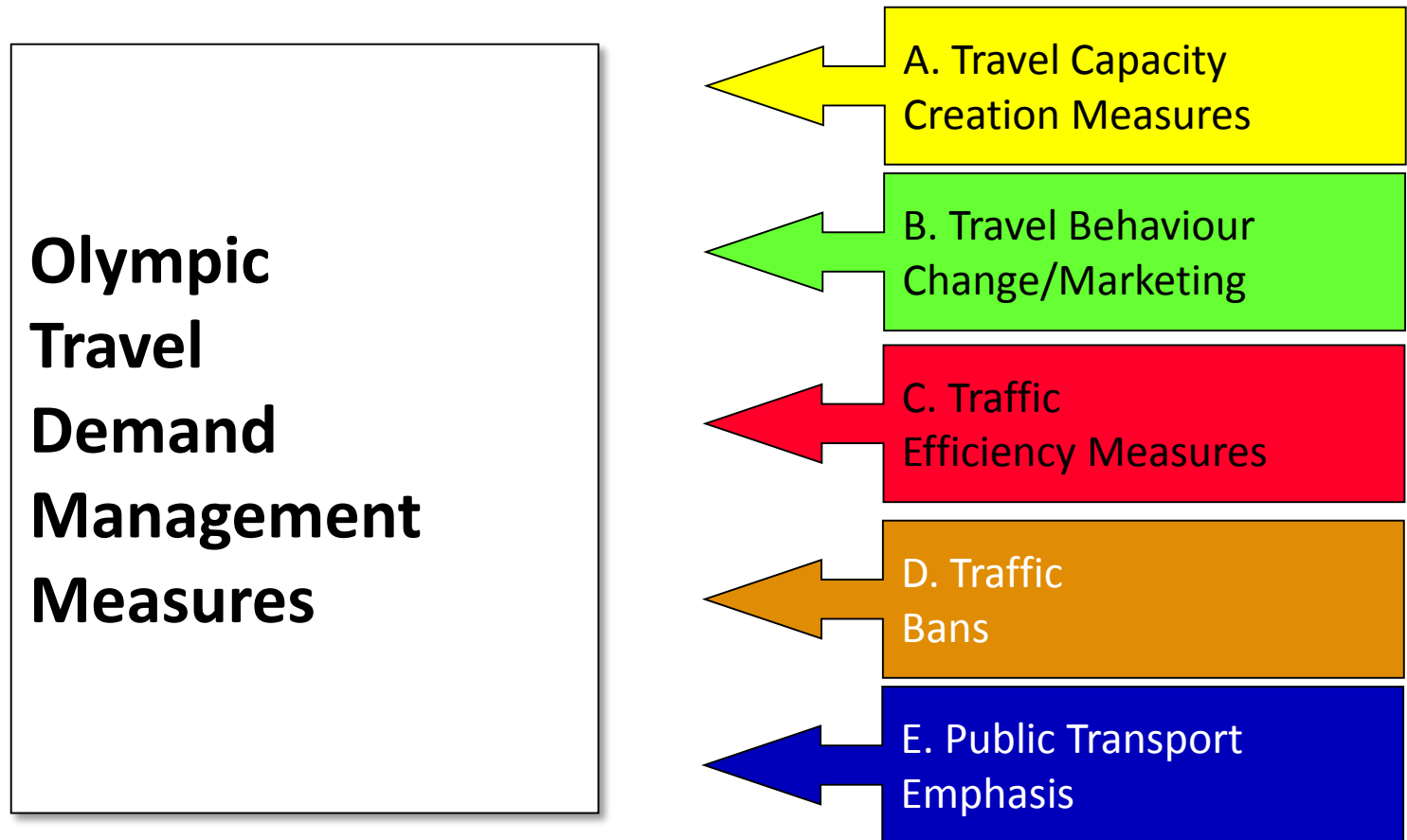
Monash research identified the approach used to manage **PLANNED** disruption in congested host cities

Olympic Transport Approach



Source: Currie G and Delbosc (2011) 'Assessing Travel Demand Management for the Summer Olympic Games' TRANSPORTATION RESEARCH RECORD Journal of the Transportation Research Board Volume 2245 / 2011 Pages 36-48

5 key strategies are adopted; I want to focus on behaviour change as an appropriate solution for Melbourne and 'the big squeeze'



Source: Currie G and Delbosc (2011) 'Assessing Travel Demand Management for the Summer Olympic Games' TRANSPORTATION RESEARCH RECORD Journal of the Transportation Research Board Volume 2245 / 2011 Pages 36-48

Travel behaviour change matches demand to available capacity

B. Travel Behaviour Change/Marketing	London 2012	Athens 2004	Sydney 2000	Atlanta 1996	Barcelona 1992	Seoul 1988	Los-Angeles 1984	Moscow 1980	Salt Lake 2002
The big scare, travel warnings & communications strategies	✓	✓	✓	✓			✓		✓
Employer/business telecommuting/ work retiming	✓	✓	✓	✓					
Test events as education	✓	✓	✓						
Spectator public transport use education	✓		✓						✓
Resident public transport use education	✓		✓						✓
Affected business/community consultation and travel plans	✓	✓	✓	✓			✓		✓

The 'Big Scare' was successful in reducing base load

B. Travel Behaviour Change/Marketing	London 2012	Athens 2004	Sydney 2000	Atlanta 1996	Barcelona 1992	Soeul 1988	Los-Angeles 1984	Moscow 1980	Salt Lake 2002
The big scare, travel warnings & communications strategies		<div>The "Big Scare" - Communication Strategy</div> <ul style="list-style-type: none"> Developed after Atlanta 1996 <ul style="list-style-type: none"> Stop 'Over-Promising' UNDER PROMISE AND OVER DELIVER Its not possible to cater for total demand so tell people to SCARE them into thinking about alternative options Morally Wrong? – Its ALSO telling the TRUTH 							
Employer/business telecommuting/ work retiming	✓								
Test events as education	✓								
Spectator public transport use education	✓								
Resident public transport use education	✓								
Affected business/community consultation and travel plans	✓								

Travel behaviour change matches demand to available capacity

B. Travel Behaviour Change/Marketing	London 2012	Athens 2004	Sydney 2000	Atlanta 1996	Barcelona 1992	Soeul 1988	Los-Angeles 1984	Moscow 1980	Salt Lake 2002
The “Big Scare” - Communication Strategy									
The big scare, travel warnings & communications strategies		<ul style="list-style-type: none"> • London 2012 – Business Advice <ul style="list-style-type: none"> – Find the travel hot spots – Plan ahead – Consider all your travel options – Avoid the busiest times if you can – Avoid driving into affected areas if you can • Simple Marketing Message <ul style="list-style-type: none"> – “Have a Pint” • Key Messages <ul style="list-style-type: none"> – Reduce – Reroute – Retime – Remode 							
Employer/business telecommuting/ work retiming	✓								
Test events as education	✓								
Spectator public transport use education	✓								
Resident public transport use education	✓								
Affected business/community consultation and travel plans	✓								

messaging and employer travel planning were key...

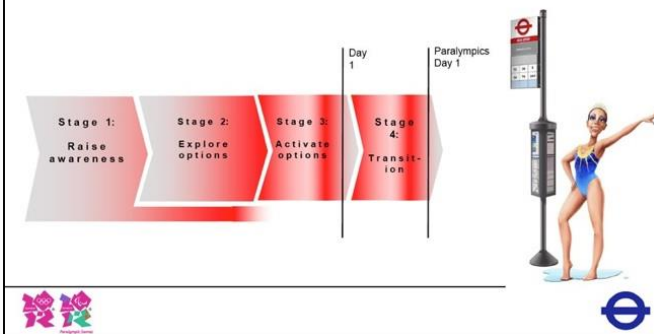
Employer Travel Planning

- 533 assignments covering 611,000 employees.
- Mail drop to 45,000 businesses in central London
- Door to door - 25,000 SMEs in priority hotspot areas
- Workshops - 140 attended by 2850 businesses
- Drop ins - 21 attended by 965 businesses
- Third party events - 333 attended by 19,500 businesses
- TAB newsletter sent to 10,000 businesses and business intermediaries



'Get Ahead of the Games' campaign phases

Encourage people to explore and use their travel alternatives to avoid the hotspots



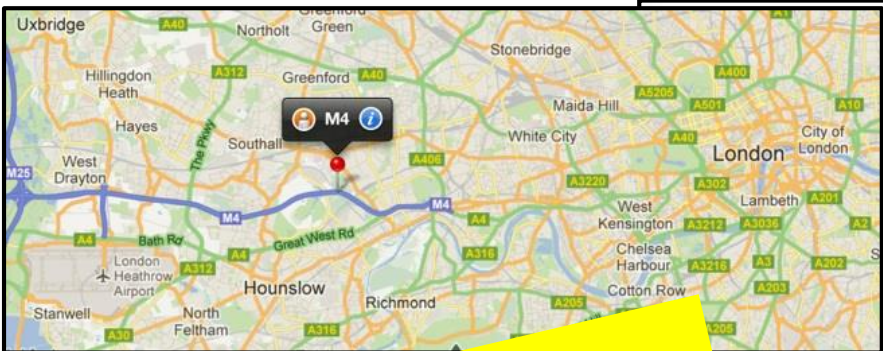
...(free) media influence was leveraged to reduce demand

Pre-Games *Media “Hysteria”*



...(free) media influence was leveraged to reduce demand

Pre Games – Media Traffic Chaos “Hysteria”



Fears of Olympic road chaos as main motorway from Heathrow to London is closed for at least FIVE days due to cracked viaduct

Emergency plans being drawn up as Olympic road stays shut

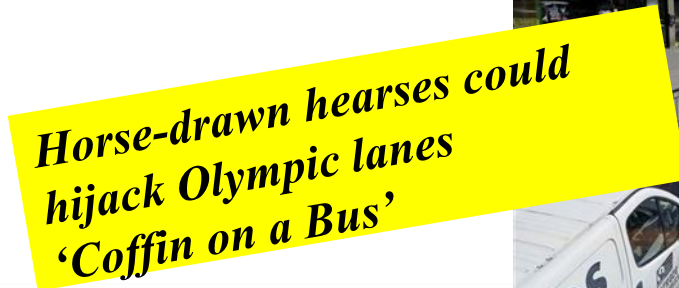


London 2012 Olympics travel chaos: live

51km jam: Olympians stall London

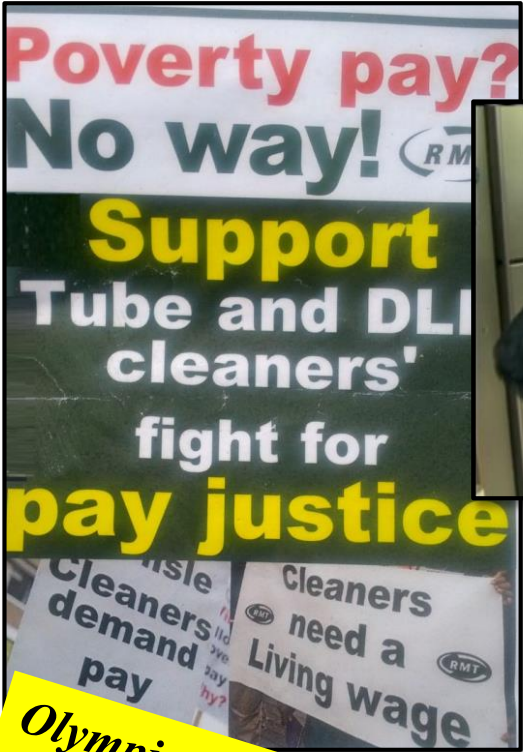
...(free) media influence was leveraged to reduce demand

Pre Games – Media “Hysteria” on Traffic Chaos



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Pre Games – Media “Hysteria” on Traffic Chaos



*The great Olympic walkout:
Now train drivers AND
airport immigration staff
announce strike plans*

*Olympic Travel Chaos
looms as The RMT ballots
more and more railway staff*



...(free) media influence was leveraged to reduce demand

Pre Games – Media “Hysteria” on Traffic Chaos



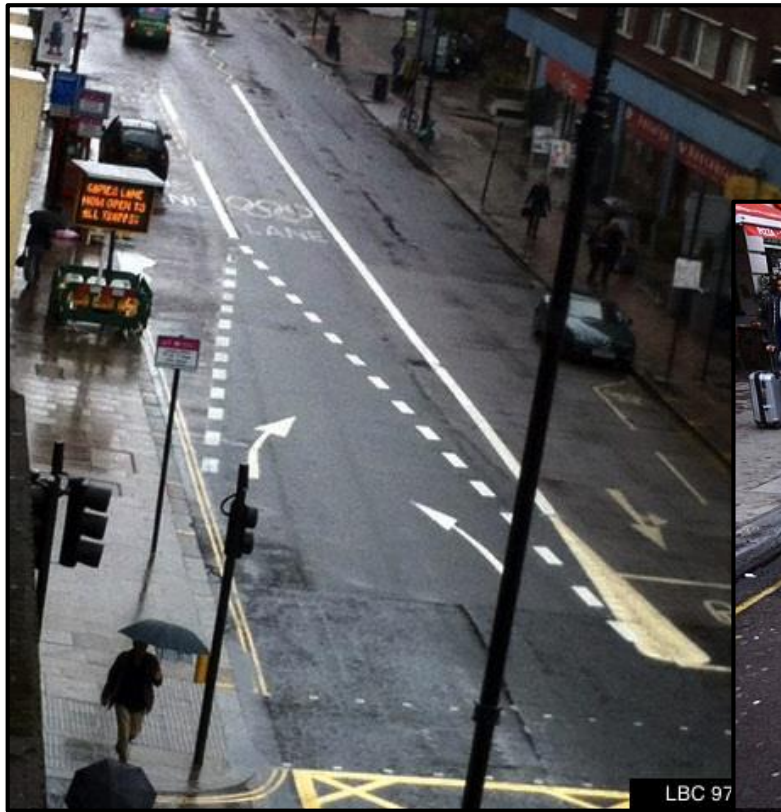
**Greenpeace Polar Bears Close
Olympic Transport**

**Ramadan 'will cause even
more transport chaos during
the Olympics as worshippers
squeeze on to non-Games
lanes**



...(free) media influence was leveraged to reduce demand

Pre Games – Media “Hysteria” on Traffic Chaos



Lost! Games Lanes cause chaos and leave athletes unimpressed



London's hydrogen buses grounded during Olympics due to security fears!

...(free) media influence was leveraged to reduce demand

Pre Games – Media “Hysteria” on Traffic Chaos

Travel misery signals more trouble ahead during Olympic Games

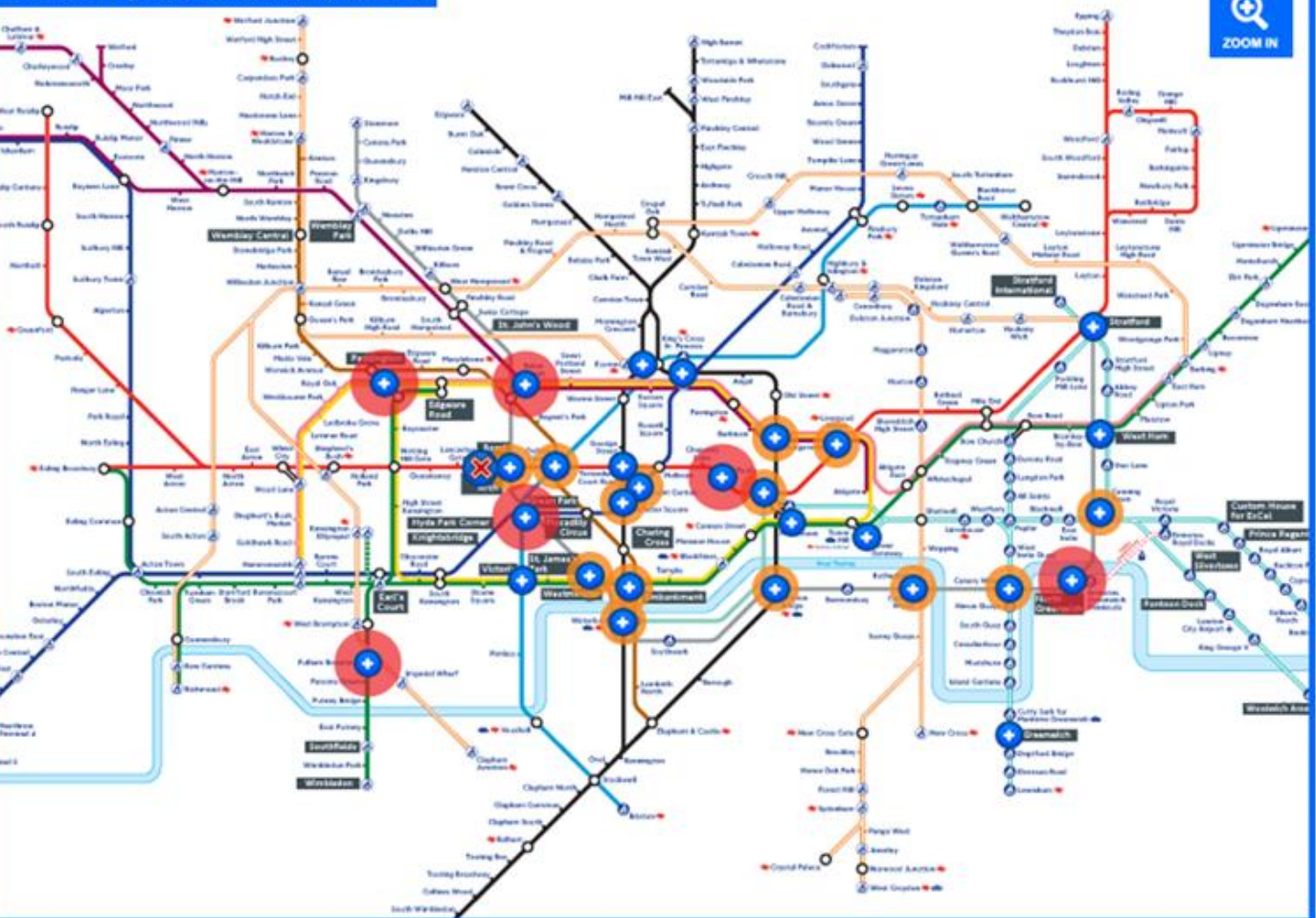


A 'perfect traffic storm' will bring Olympic chaos to London as 33% more cars clog roads and motors crawl along at 12mph

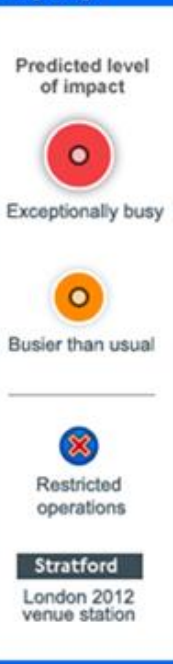
'Keep ahead of the games website – an innovation



Predicted impact on: Sun 29th Jul Olympic Games



Map Key



How we know >

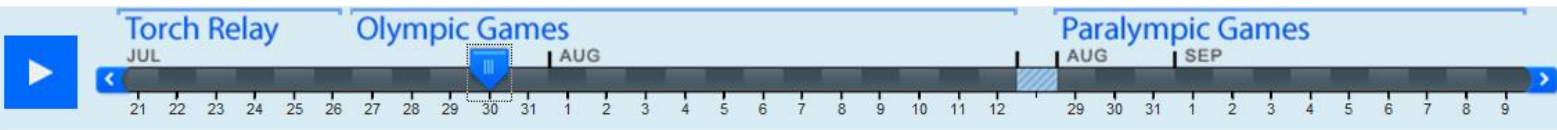
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Like 1k

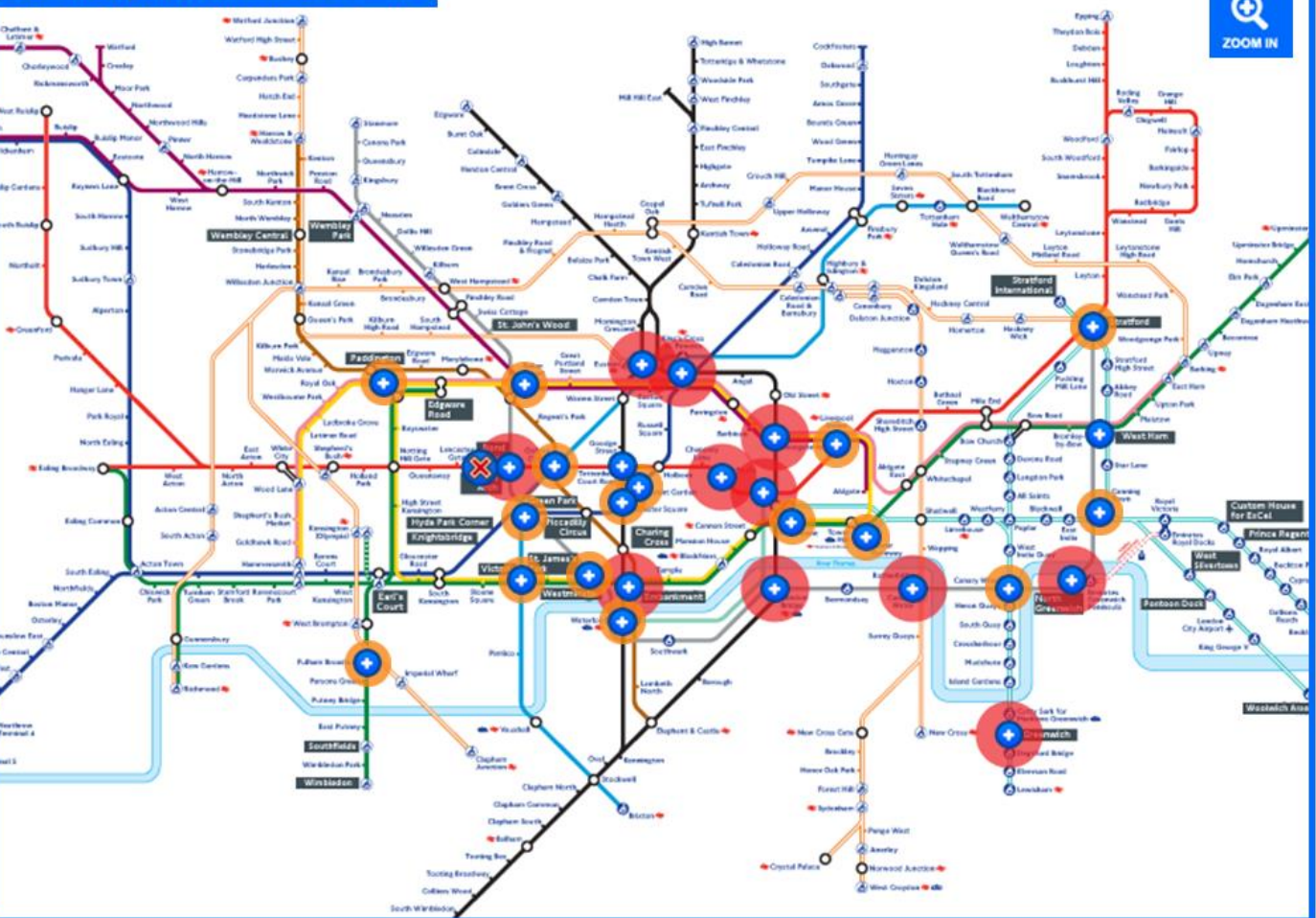
Tweet 599

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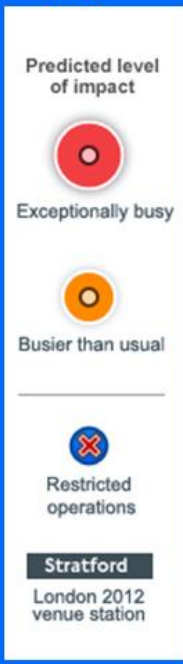
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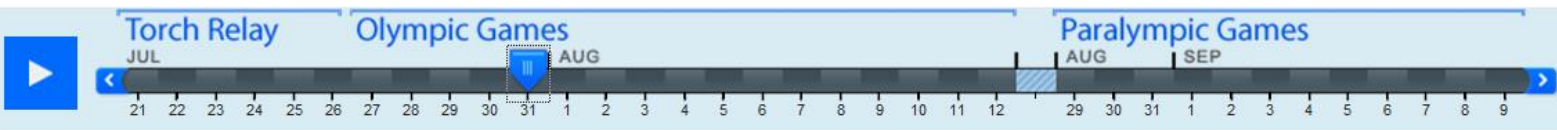
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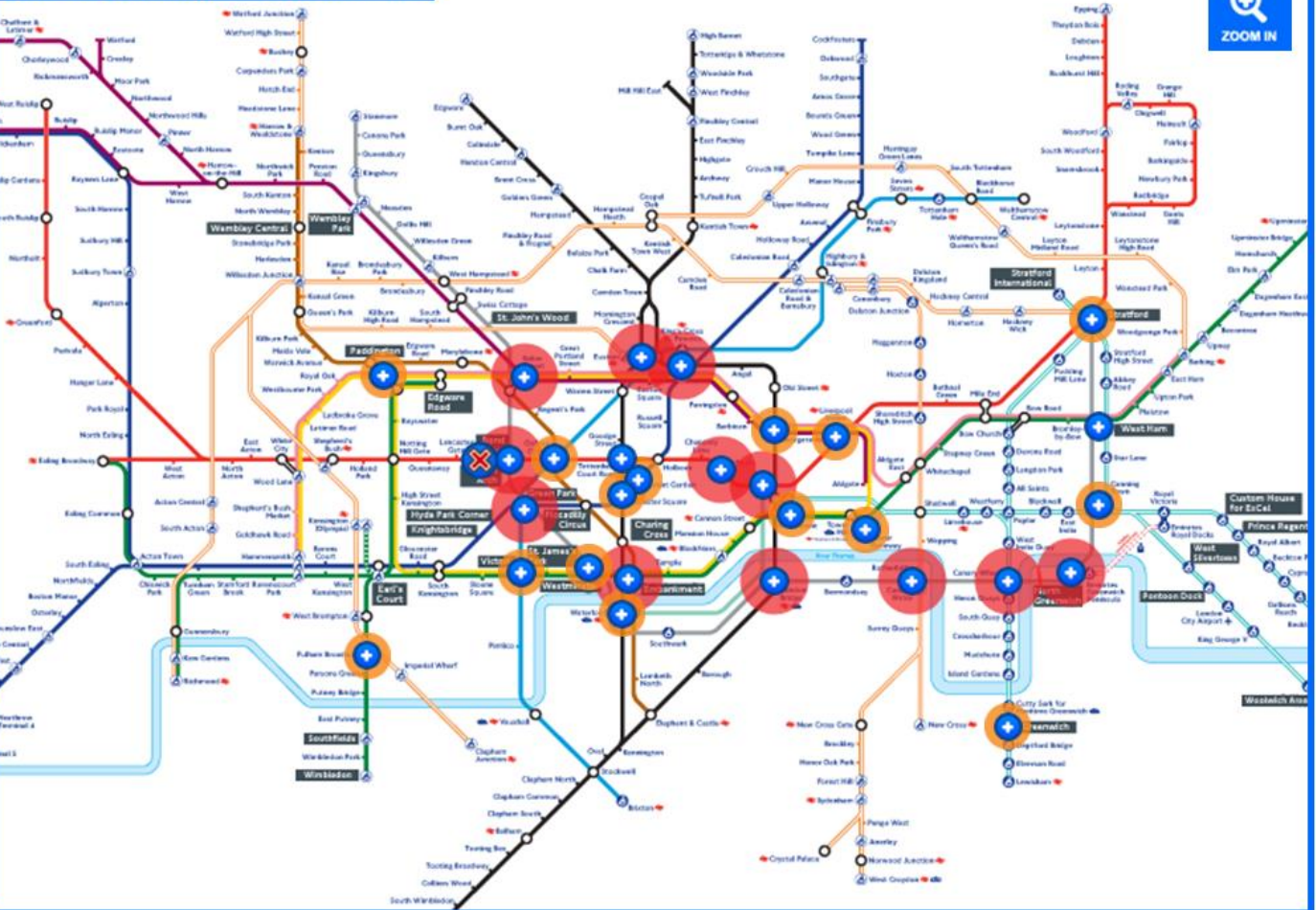
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Predicted impact on: Tue 31st Jul | Olympic Games



Map Key

- Predicted level of impact
- Exceptionally busy
 - Busier than usual
 - Restricted operations
- Stratford**
London 2012 venue station

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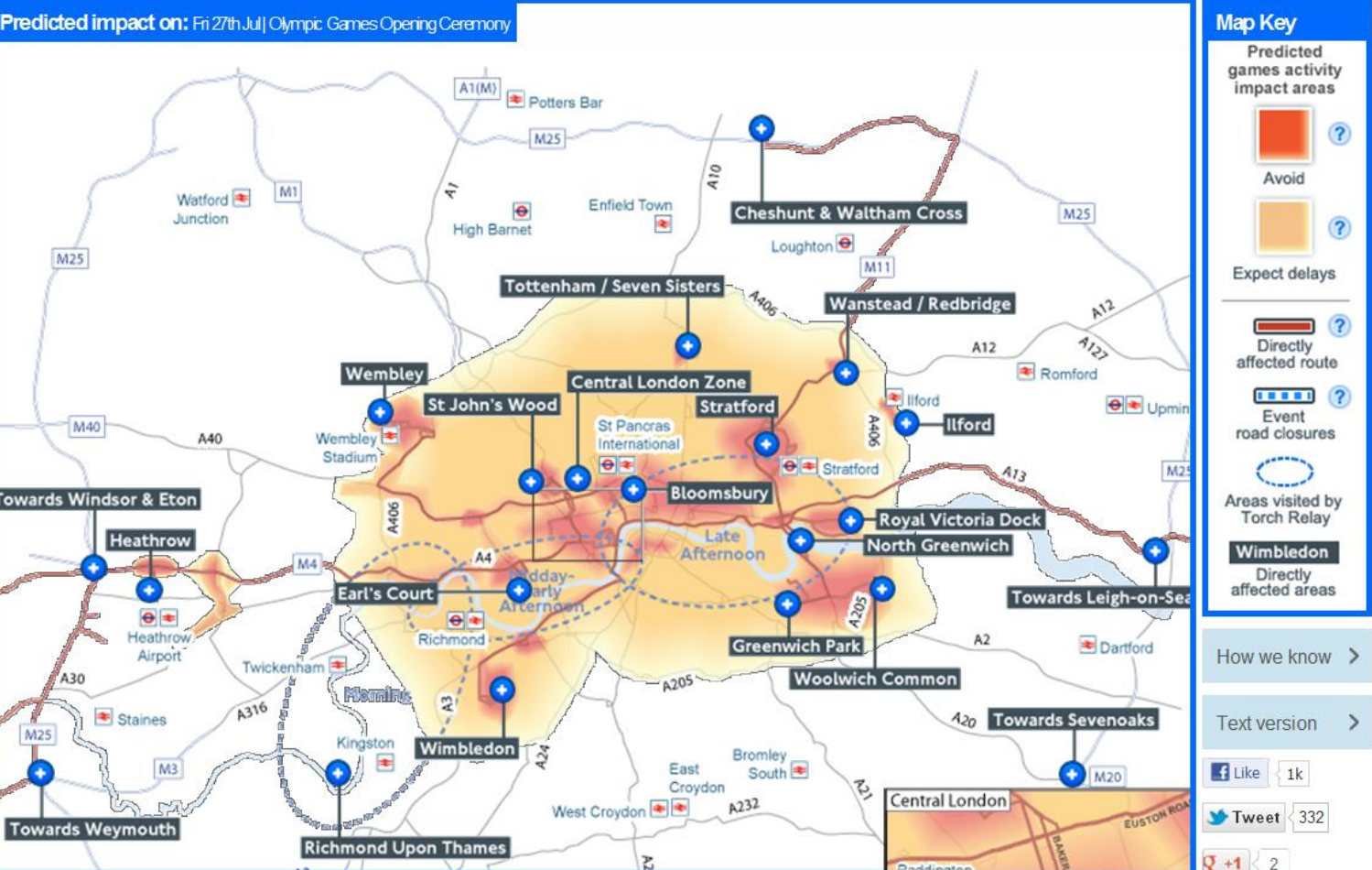
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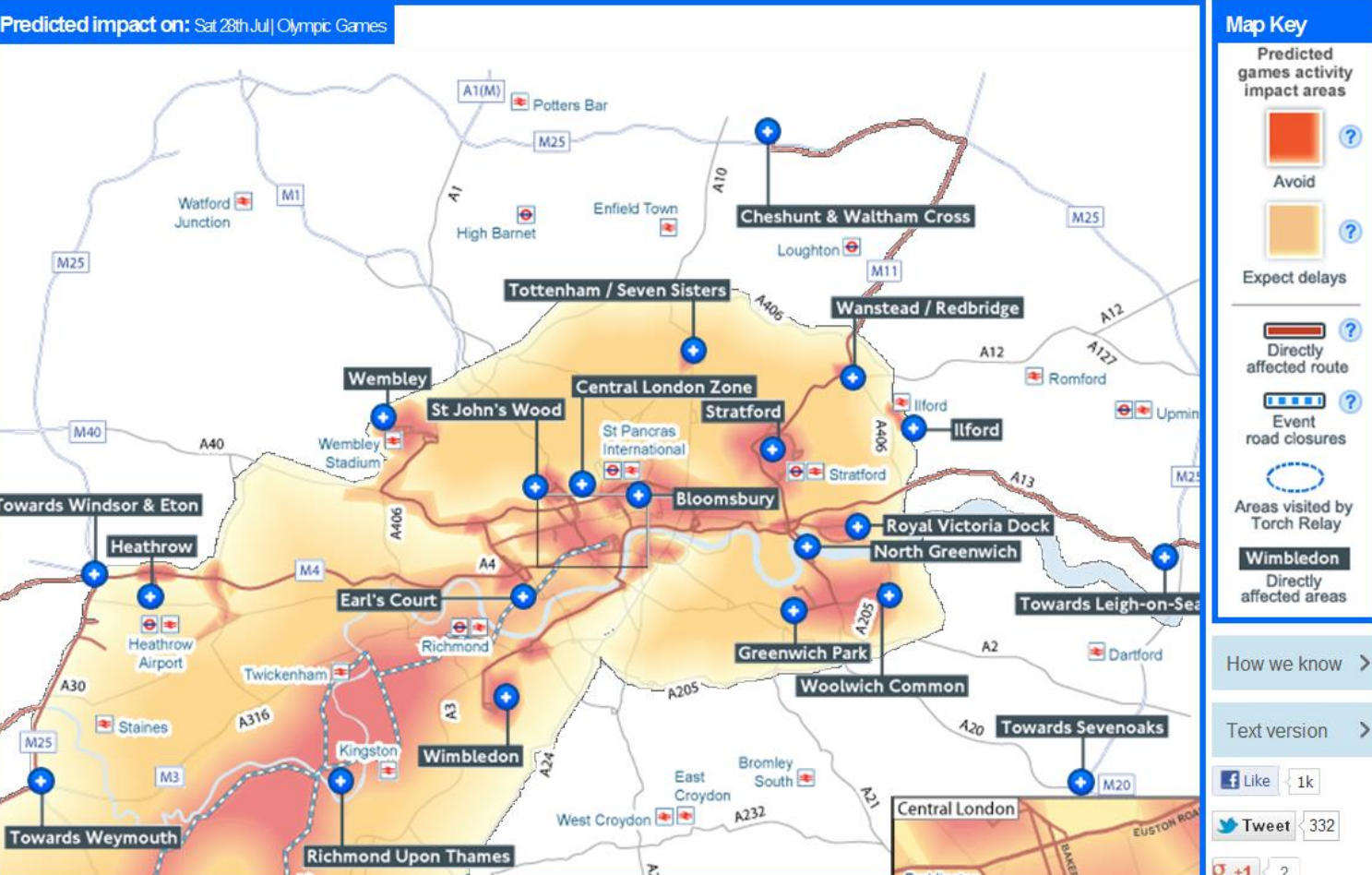
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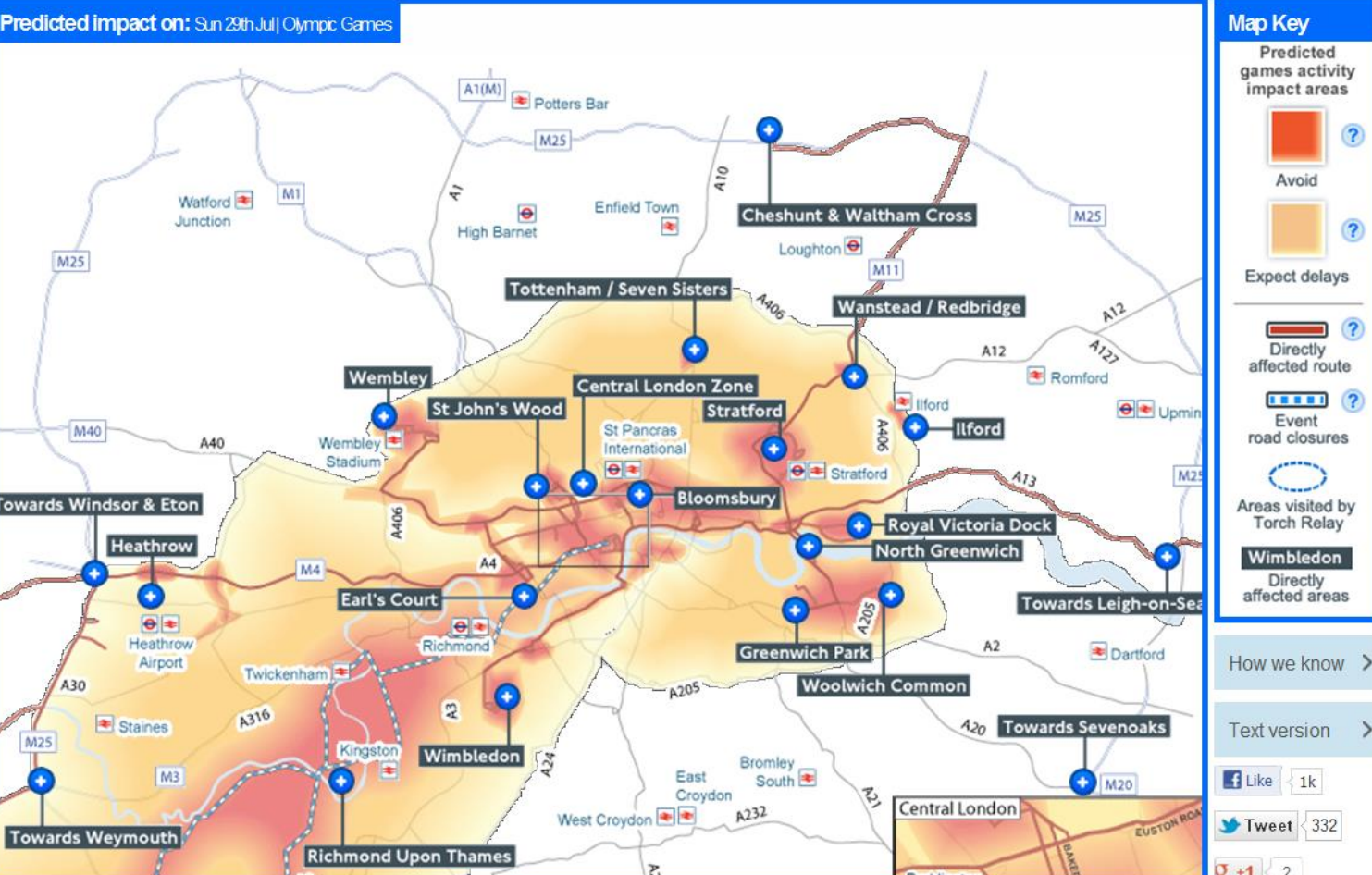
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Games Time

EXPECTATIONS

*Ghost town London:
'Victims of our own
success'*



REALITY

Games Time – where have all the people gone?



London Bridge



Westminster



Hammersmith



Earl's Court

Media Banner
"Ghost Town London"

Traders complain about lack of business



*Olympics-London
tourist trade suffers
from Olympic effect*

*Olympics Hurt
London Store Sales
as Shoppers Stay
Away From City*

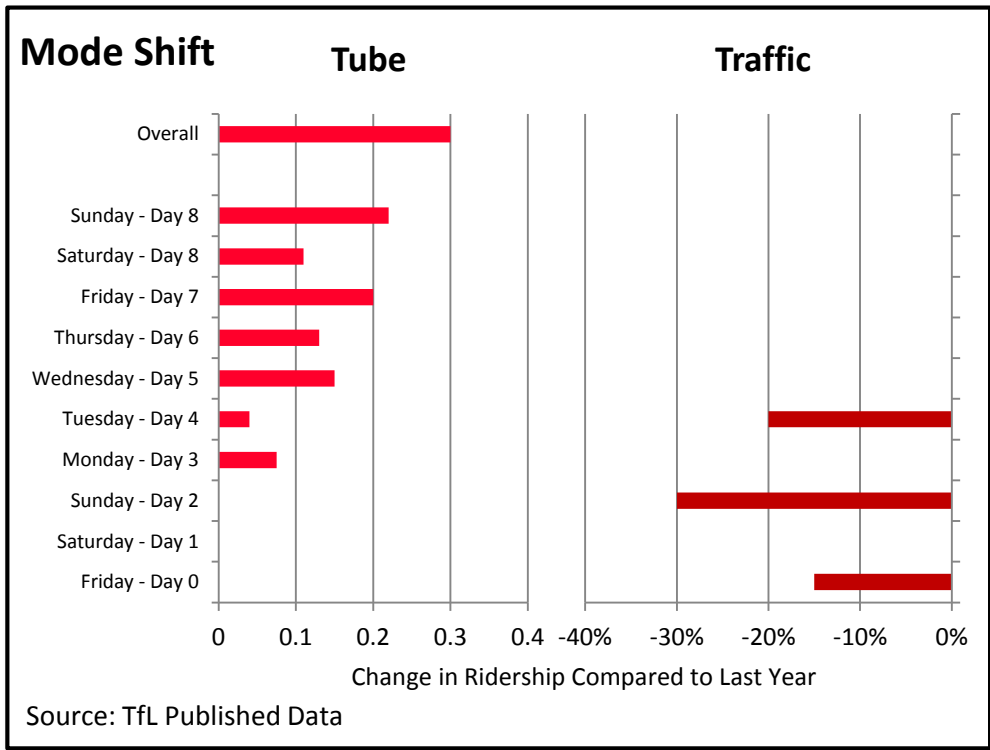
Games Time – Public Transport Working Well

*Gold-star performance by transport
on first full working day of
Olympics*



Press Reports – Day 3
Many reports of Public Transport working very smoothly; trains buses very quiet; tube/trains “fantastic” – some commuters complain they get to work too early

Games Time – Transit Mode Shift....

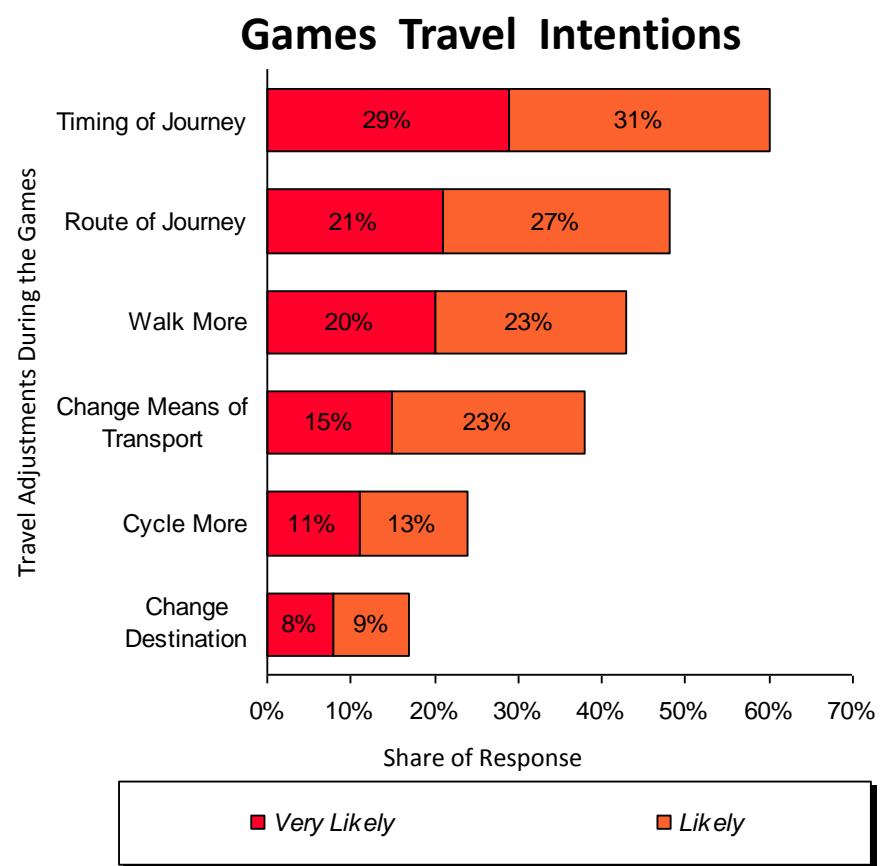


Commuter Quote: Day 3
Is it just me or is public transport actually quieter than normal? Can we host the Olympic Games more often please

Day 11 – Tuesday 7th LUL carries 4.5M passengers – Largest demand in all History

Source: Journey Maker Survey

Games Time – Transit Mode Shift....



Source: Journey Maker Survey

Business/Commuter Intentions

- **Work from Home**
 - 65% commuters said they would do this
 - 59% of businesses said they were happy for employees to work from home
- **Other options**
 - Vacation (Sydney = 27%)
 - 10% of Britons leaving the UK during the games (Assoc of British Travel Agents)

Source: Monash Business Survey – preliminary results

...consistent with previous games

Atlanta 1996

- Perceived that peak congestion reduced by 30%
- Radial traffic down 4-6%
- Peaks more spread

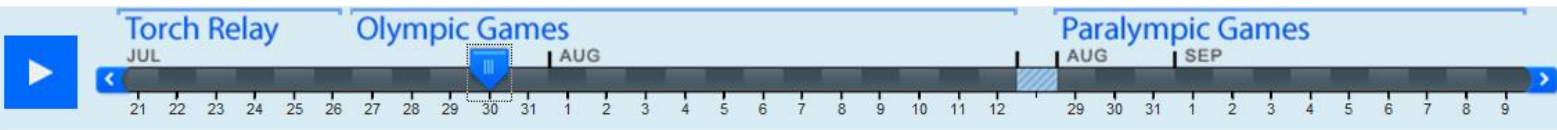
Sydney 2000

- Peak road travel times reduced by 50%
- Road traffic between 10-20% less than normal

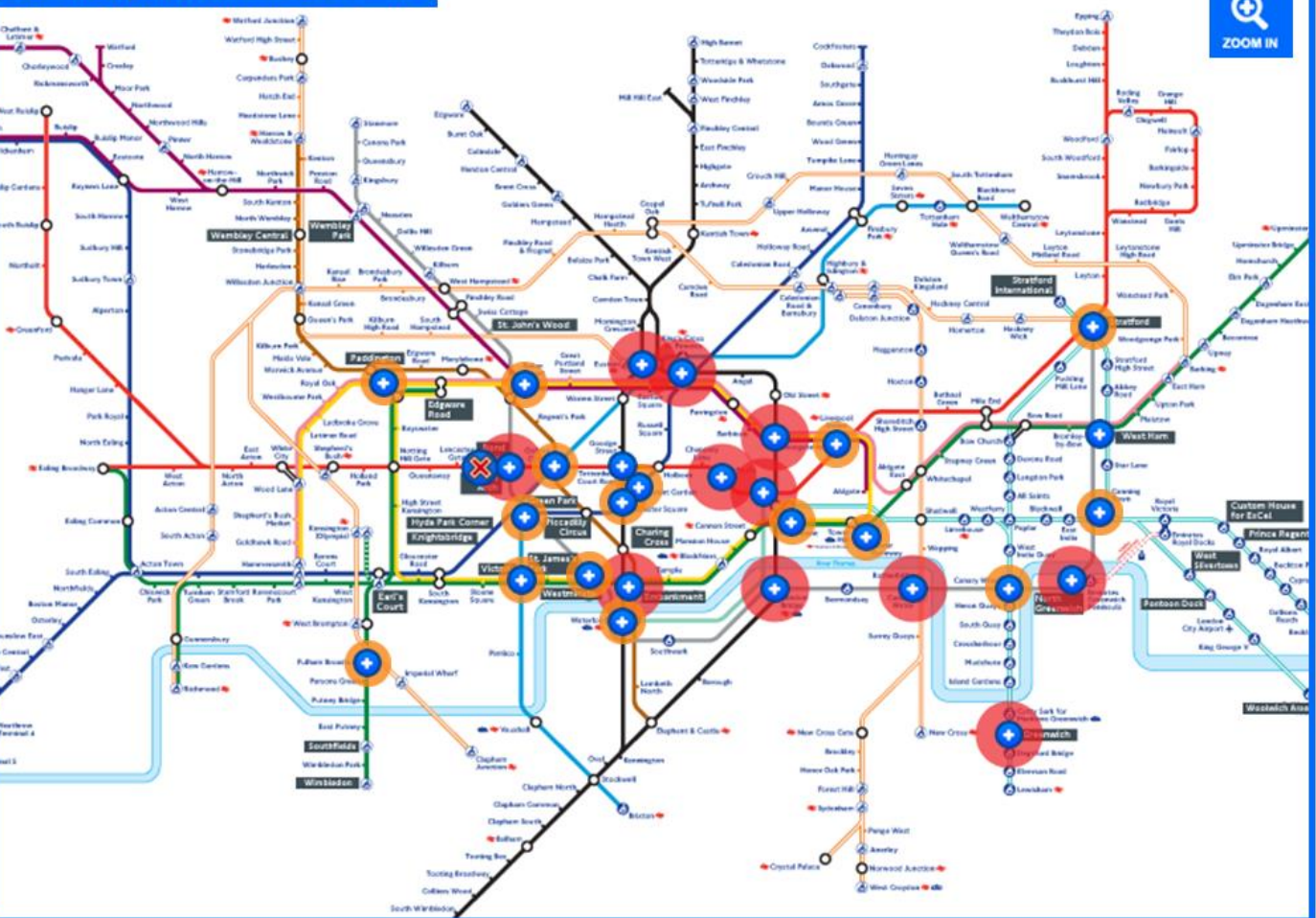
Athens 2004

- Travel time reductions of up to 66% reported by media (2hrs to 40 mins for travel across city)
- F Dimou – Coutroubas reports 30% base load reduction on main roads

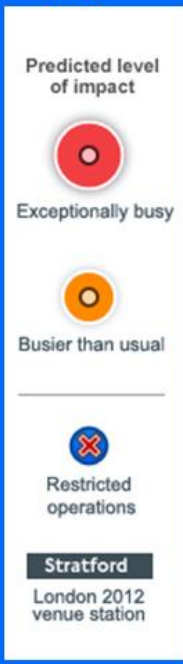
HOT SPOTS WERE NOT HOT – PEOPLE AVOIDED THEM



Predicted impact on: Mon 30th Jul Olympic Games



Map Key



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THE MELBOURNE PROPOSAL

Get ahead of the Jam Website & PR Campaign to Leverage Media Interest

Planned Events Committee

Transport Modelling

Visualisation Development

Website/App Design, Construction and Management

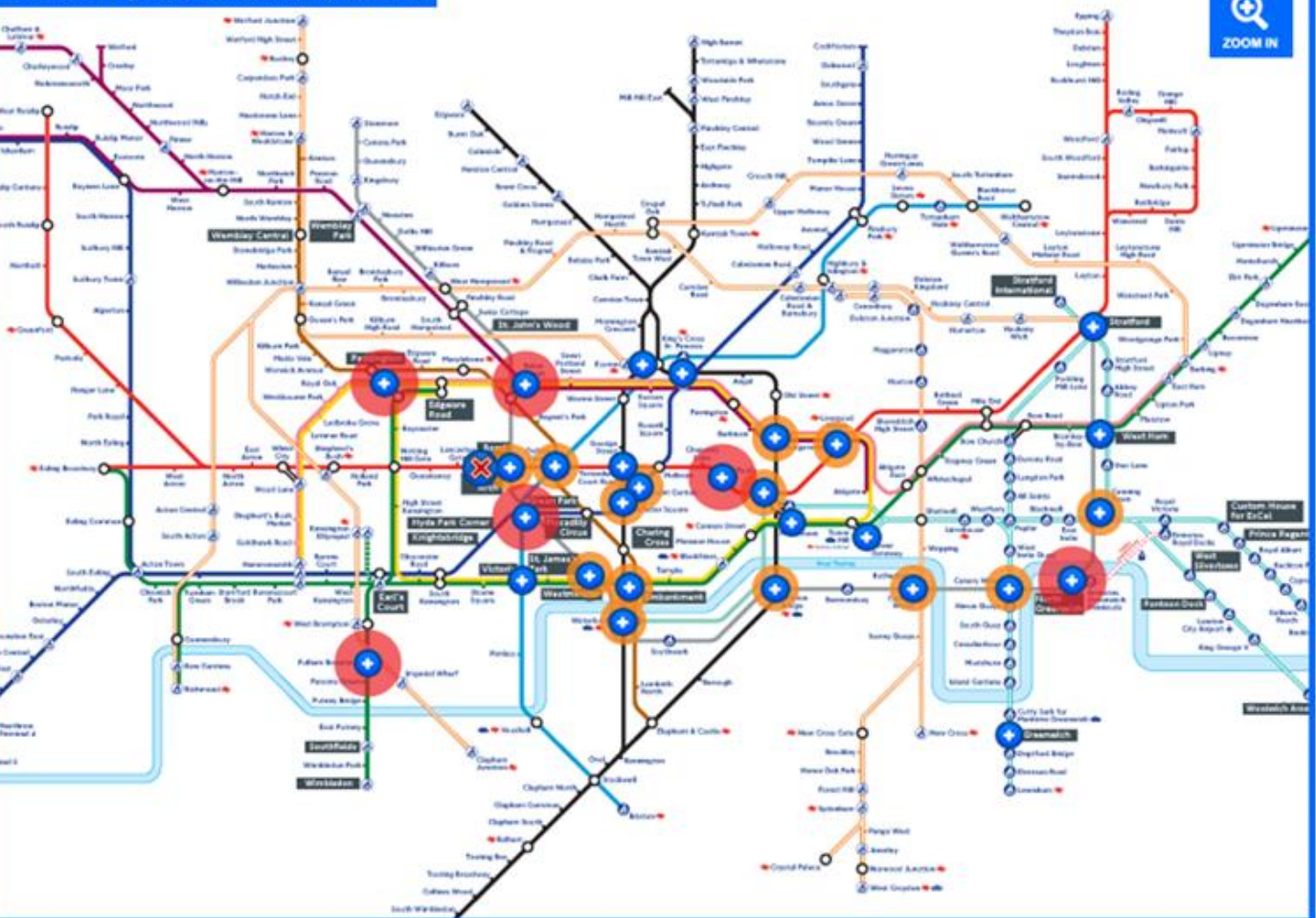
OPTIONAL Trip Planner Adjustment Task

Media Management and Promotion

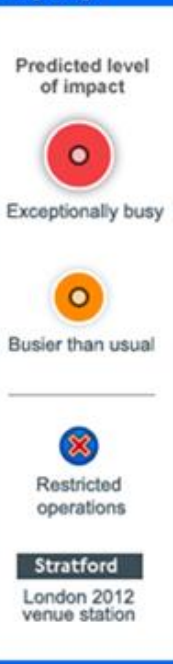
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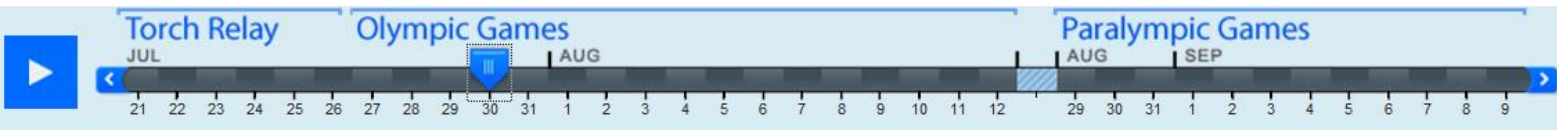
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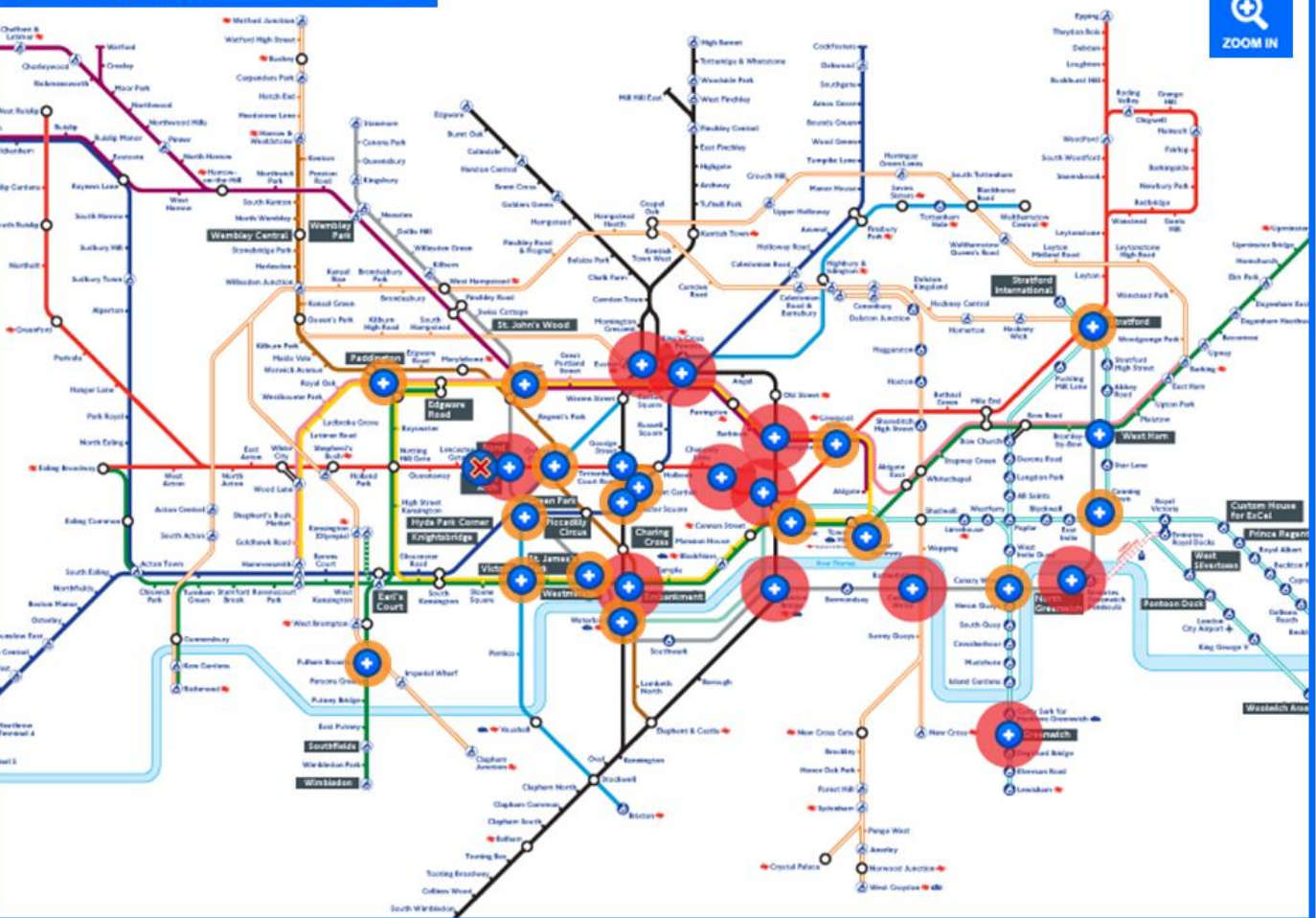
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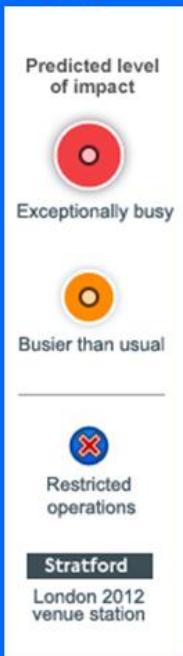
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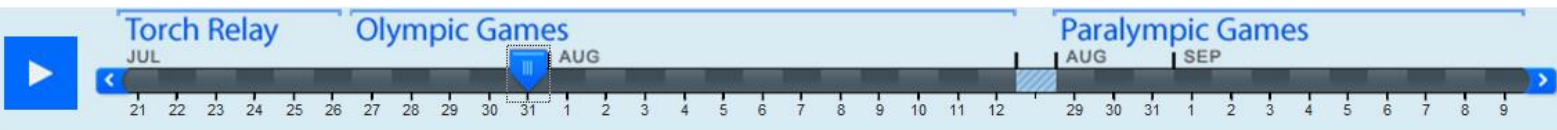
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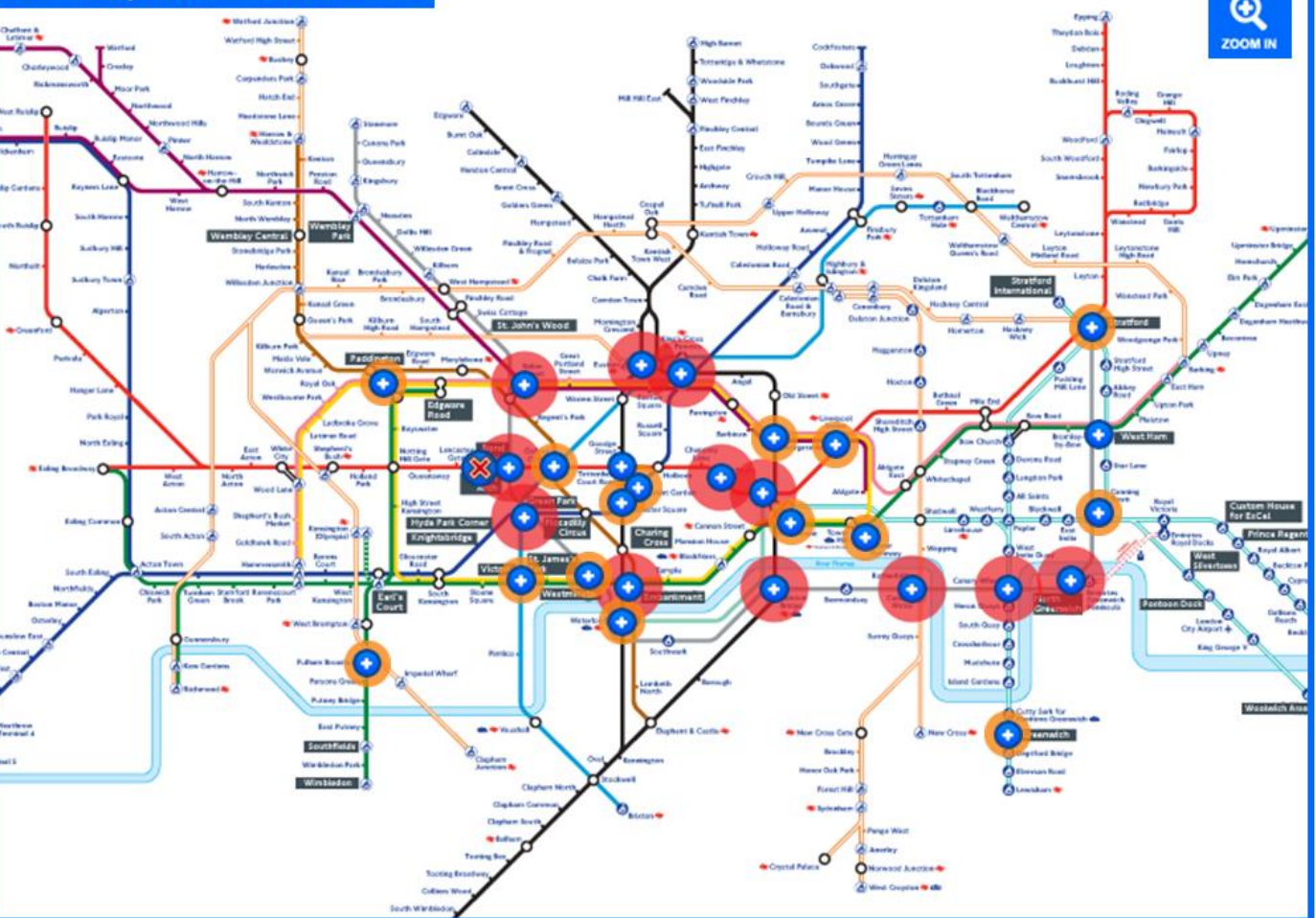
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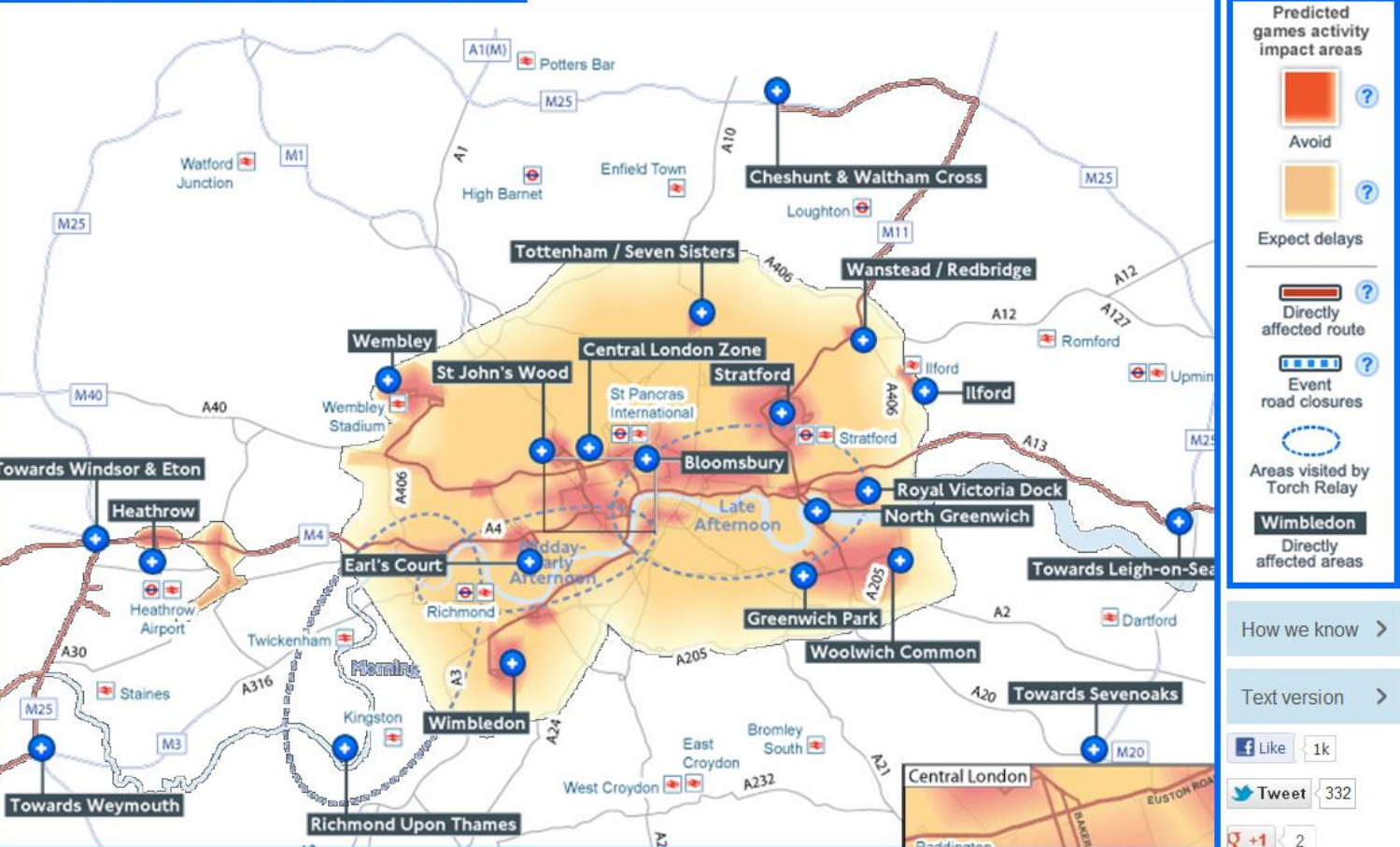
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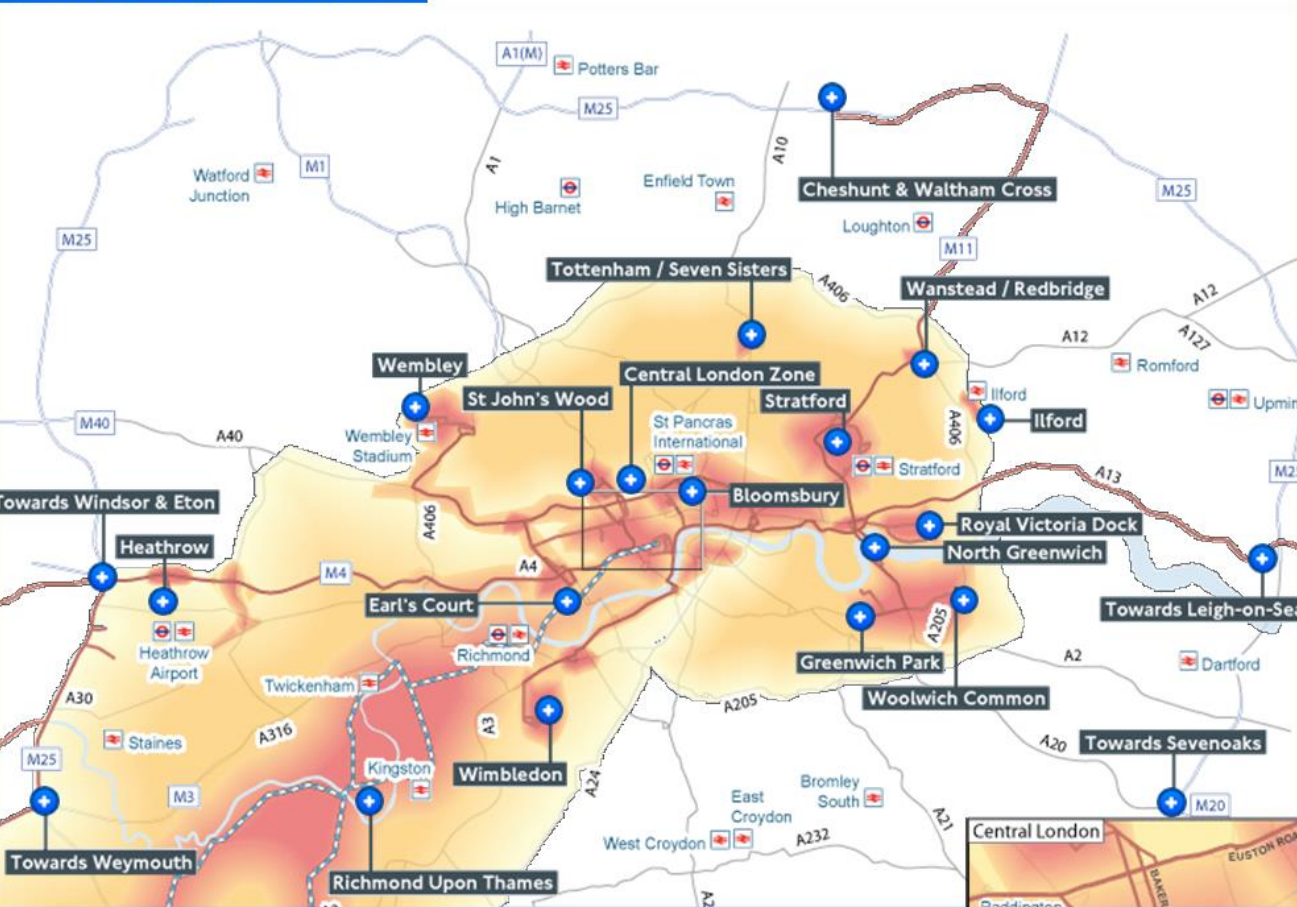
Predicted impact on: Fri 27th Jul| Olympic Games Opening Ceremony



'Keep ahead of the games website – an innovation



Predicted impact on: Sat 28th Jul | Olympic Games



Map Key

- Predicted games activity impact areas
 - Orange square: Avoid
 - Light orange square: Expect delays
- Directly affected route (Red line)
- Event road closures (Blue dashed line)
- Areas visited by Torch Relay (Blue dashed line)
- Wimbledon Directly affected areas (Black box)

How we know >

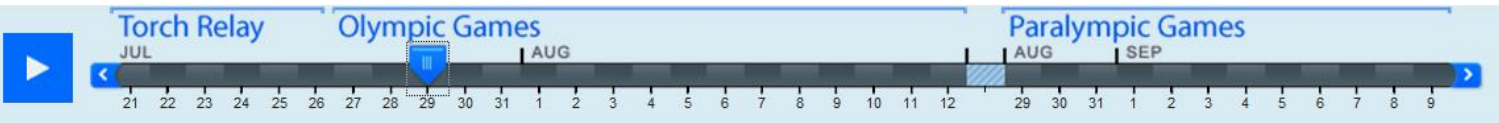
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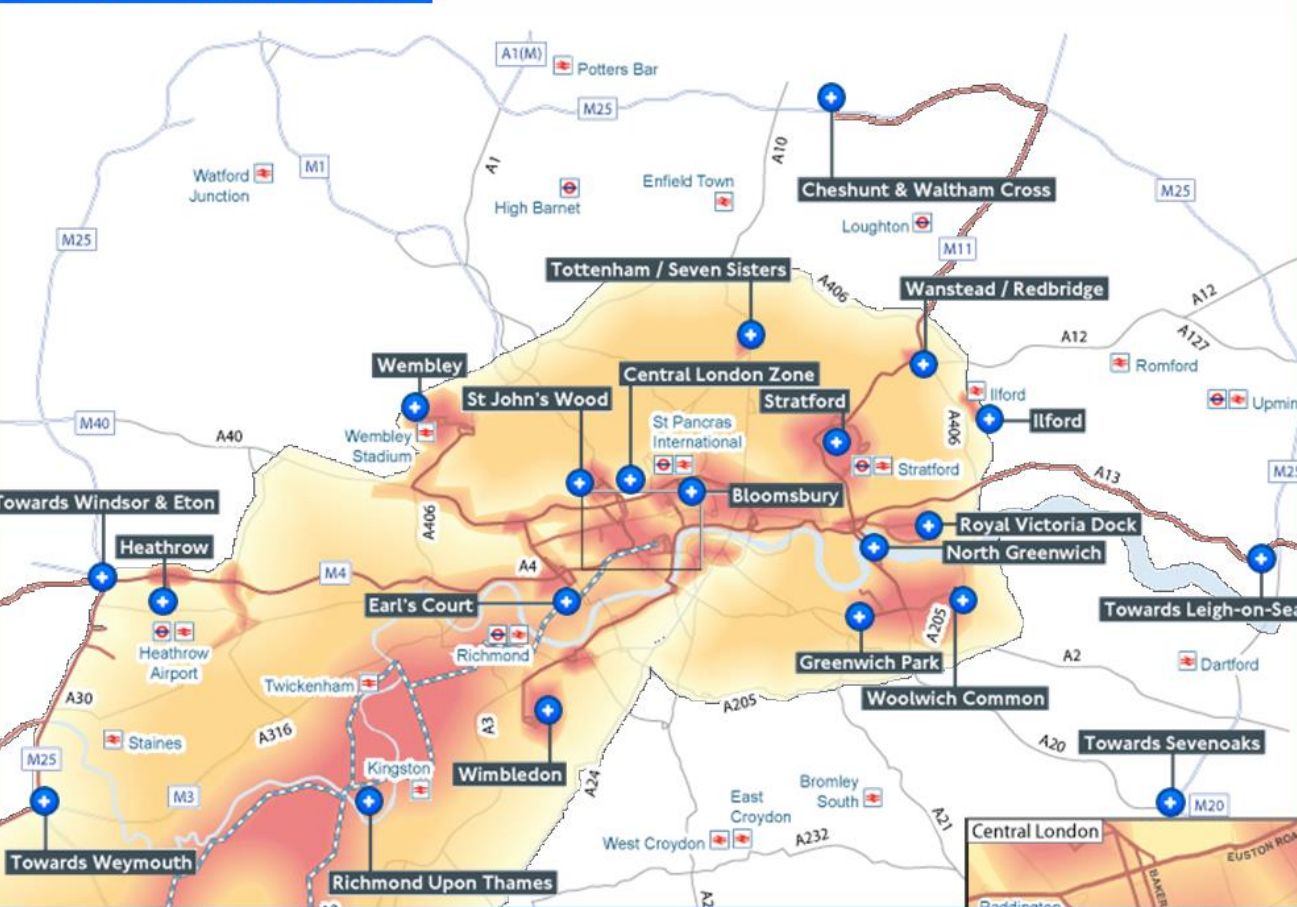
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