

# ***KEEP YOUR BUSINESS MOVING***

## ***CREATING A GAMES TRAVEL PLAN***



*TORONTO 2015 Pan Am / Parapan Am Games*



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## About this Guide

This guide is organized into sections to help you find the information you need to prepare your business for the Games.

All information is current at the time of publication (November 2014); however, some details are subject to change. For the most up-to-date information and the latest version of this guide, be sure to visit [www.ontario.ca/games2015](http://www.ontario.ca/games2015) regularly.

For more information, please contact the Ministry of Transportation's Pan Am / Parapan Am Games Branch at [games2015@ontario.ca](mailto:games2015@ontario.ca)



# INTRODUCTION

With the TORONTO 2015 Pan Am / Parapan Am Games right around the corner, the summer of 2015 promises to be one of the most exciting in Ontario's history. These Games will be the largest multi-sport event in Canada's history, and the first time a major international Games has come to our province in more than 80 years.

During the Games, thousands of athletes and spectators will be travelling to and from events across the Greater Toronto and Hamilton Area (GTHA) every day. To keep the region moving during this busy time, the province and its regional partners have a transportation plan that includes temporary changes near events and on some highways.

Your regular business routines may be affected by Games events or transportation plans. To keep your business moving, it will be important to know what to expect and to plan ahead for the Games.

By staying informed and creating a Games Travel Plan, you can ensure your people and goods can get around, reduce congestion and help Ontario shine.

Now is the right time to start planning. We hope you will find this guide a helpful resource as your business gets ready for the TORONTO 2015 Pan Am / Parapan Am Games.

# WHY YOU SHOULD PLAN AHEAD



It's not too early to start making a Travel Plan for the Games. By planning ahead, you can:

## Ensure business continuity

- Planning ahead will help you keep your business functioning during the Games.
- Be prepared for Games-time changes
- Ensure your staff, customers and suppliers can maintain access to your workplace
- Keep deliveries running smoothly
- Help staff avoid unnecessary delays and make their commutes easier

## Contribute to a positive Games experience

To keep traffic moving during the Games, it will be important to reduce congestion, especially during rush-hour periods. If enough people plan ahead and make adjustments, we can return traffic levels to normal or even improve conditions.

The easier that people can get around during the Games, the better the experience for everyone in the region. Businesses have a large role to play to help make it happen.

## Evaluate opportunities for long-term benefits

You may find that your Games Travel Plan leads to more efficient deliveries, better employee morale or reduced costs. Many businesses have successfully implemented programs for telecommuting or carpooling, for example. The Games are a great opportunity to try out something new and see how it works for your business.

# WHY YOU SHOULD PLAN AHEAD

## The important role of businesses

Businesses are a key part of the transportation plan for the TORONTO 2015 Pan Am / Parapan Am Games. The province and its partners are committed to minimizing the impacts on the region and reaching out to businesses to help you plan ahead.

The GTHA and surrounding area will be busier than normal during the Games, especially during rush-hour periods. To avoid added congestion and costly delays for your business and others, it will be important to find ways to reduce traffic levels.

Your business can contribute by making a Travel Plan that helps your goods and employees avoid rush-hour travel. With enough participation, we can keep traffic moving at normal or even **improved** levels during the Games.

Together, we can ensure transportation during the Games is a success.

## Learning from the London and Vancouver Olympics

During the 2010 Vancouver Olympics, more than 700 employers developed action plans for the Games that helped them maintain operations and reduce congestion overall. Together their efforts led to a 35 per cent reduction in traffic travelling into central Vancouver during morning rush-hour periods.

During the 2012 London Olympics, about 35 per cent of Londoners changed their travel routine during the Games. Businesses contributed by developing plans and encouraging their employees to adjust their routines. In total, more than 55 per cent of freight operators adjusted operations during the London Olympics.

In both London and Vancouver, businesses directly contributed to the success of the Games. In addition to developing plans that helped them maintain their operations, local businesses helped reduce overall congestion and kept their regions moving during the Games.



# CREATING YOUR GAMES TRAVEL PLAN

## What is a Games Travel Plan?

A Games Travel Plan includes the actions that you will take to make Games travel more efficient for:

- **Employees** as they commute to work and travel during the day
- **Customers and visitors** as they arrive and depart
- **Trucks and service vehicles** that come and go around the clock

Creating a Games Travel Plan is not a one-size-fits-all exercise. Focus on finding the strategies that are right for *your* workplace. THINK, PLAN, ACT and follow the six steps to success shown in the figure below.

## SIX STEPS TO A SUCCESSFUL GAMES TRAVEL PLAN

<b>THINK</b>	Step 1: Understand Games operations and impacts
	Step 2: Asses your workplace needs and activities
	Step 3: Make your commitment
<b>PLAN</b>	Step 4: Consider options and choose strategies
	Step 5: Detail your Games Travel Plan
<b>ACT</b>	Step 6: Implement your Games Travel Plan

## STEP 1: Understand Games operations and impacts

The Games will bring a number of changes to the region's transportation system. It is important to understand these changes and the effects they may have on your employees, customers and service providers.

- Know what to expect by reviewing the Games transportation plans and what they will mean for your business. Familiarize yourself with the measures that will be in place during the Games, including temporary HOV lanes, parking restrictions and more. Visit [ontario.ca/games2015](http://ontario.ca/games2015) regularly for the latest information.
- Visit [TORONTO2015.org](http://TORONTO2015.org) for detailed information about venue locations and the competition schedules to find out when athletes and spectators will be in your area.

# CREATING YOUR GAMES TRAVEL PLAN

## STEP 2: Assess your workplace needs and activities

Once you understand how the Games will impact travel across the region, it's time to look at your own workplace. Examine all the travel activities that happen at your business. Activities will vary in importance, each will offer different opportunities and challenges, and each will require different strategies for success.

**Employee commuting:** Find out how your staff commute and what options they would consider during the Games. Some questions to consider are:

- Where do your employees live and how do they travel now?
- Do groups of employees live in locations that would make carpooling convenient?
- How are their options for commuting by transit, cycling or walking?
- How much flexibility can you offer in terms of working hours? Can staff shift their schedule to commute to work either before or after rush hour?
- Who needs to be physically in the workplace during the day, as opposed to off-site locations?
- How many employees would you normally expect to take summer vacation during the Games? Could your workplace function if your vacation schedules were adjusted?
- What incentives could you provide to staff to reconsider or optimize their travel choices during the Games?

**Business travel:** Think about regular business trips that your staff take and what opportunities exist to reduce or adjust travel. Some questions to consider are:

- Why, where and when do employees travel during a typical week? How much flexibility do they have to choose non-driving travel modes or less busy times?
- How often do employees travel to and from airports or train stations?
- Do you offer teleconferencing, videoconferencing or web conferencing? How many meetings in a typical week could be conducted via one of these methods?
- Are there opportunities to postpone or delay travel during the Games?

**Customer and visitor travel:** Consider the number of customers or visitors your business typically has and the frequency and purpose of their trips. Some questions to consider are:

- When do customers and visitors typically travel, and where do they come from? What modes do they use, and where do they park?
- What flexibility do you have to offer services outside peak travel times?
- Are the Games likely to increase or decrease your normal levels of business? For example, a restaurant near a Games venue may see more customers, which may warrant extended hours.

**Shipping and receiving:** Try keeping a log of all shipments that arrive or leave your workplace during a typical week to identify each shipment's time, purpose and carrier. Some questions to consider are:

- What kinds of shipments come and go, when, and to/from where?
- Who schedules shipments, and what flexibility exists to schedule them outside peak travel times?
- How do by-laws restrict the hours of shipping and receiving activities?
- Are there possibilities to consolidate deliveries with nearby businesses?
- Do you have the space and flexibility to stockpile inventory before the Games, or to reschedule shipments to before or after the Games?

## STEP 3: Make a commitment

**Identify your goal:** You're probably hoping to minimize the impact of the Games on your business by helping employees, customers and service providers avoid delays and inconvenience. Be sure to think about your goals in measurable terms. For example, aim to reduce the total number of cars arriving at your workplace by 20 per cent, or shift 40 per cent of deliveries to less busy times.

Starting with a measurable goal that will meet your needs will help keep your Games Travel Plan on track. Remember that the Games are an opportunity to test possible longer-term changes to travel habits that can make your workplace more attractive and sustainable.

**Designate an internal champion:** Your Games Travel Plan will develop faster and be more effective if it has a high-profile person to lead the effort. A senior employee will have the influence to coordinate various departments, harness resources and get management approval.

**Be sure to visit [ontario.ca/games2015](http://ontario.ca/games2015) for upcoming information about how your business can make a pledge to create a Games Travel Plan.**



# CREATING YOUR GAMES TRAVEL PLAN

## STEP 4: Consider options and choose actions

**Consult with management, employees, customers and carriers:** In many cases, they're the experts. They know what changes are possible, and what it would take to make them. Ask them which of the "Four Rs" (reduce, re-time, re-mode, reroute) is easiest and most helpful for them.

**Identify and evaluate options:** See the following section of this guide for options and draw up a list of strategies that will be the most effective for your business. List the pros and cons of each, their implications for different audiences and business activities, their complexity, and the time required to plan and implement them.

**Identify preferred strategies:** Based on your evaluation, decide which options are most likely to meet the goals you identified in Step 3. They will be the foundation of your Games Travel Plan.

## STEP 5: Detail your Games Travel Plan

**Refine your actions and identify needs:** For each strategy in your Games Travel Plan, identify the actions needed to make it happen. These could include communications, testing, educating staff, informing customers, working with suppliers, and so on.

**Allocate responsibilities:** Who is going to do what? Actions that don't have names attached to them are less likely to get done.

**Build a schedule:** When do key actions need to happen? Work back from key dates —the start of new temporary HOV lanes on June 29 for example — to identify a timeline that leads to success. Remember that some strategies will need to be tested and adjusted before the Games. Now is the right time to start planning.

# CREATING YOUR GAMES TRAVEL PLAN

## STEP 6: Implement your Games Travel Plan

**Promote your plan:** Travel habits can take a while to change, and changes can have impacts that require other adjustments (leaving earlier for work can impact childcare arrangements, for example), so advance warning is essential. Make sure everyone knows ahead of time what is required or available to them.

**Monitor Games information and transportation conditions:** Before and during the Games, keep an eye on the latest news. The province and Games organizers will update and communicate frequently through multiple channels. Last-minute changes in event schedules, traffic levels, transit services, street closures and parking restrictions are all possible. Be sure to stay up to date, and help employees, customers and suppliers do the same.

**Monitor your activities:** Keep track of your activities and how they work over the course of the Games. Also, be sure to monitor comments from staff, customers and service providers regarding how your changes are working for them. After the Games, this will be a valuable tool for evaluating whether or not there are opportunities for long-term benefits to your business.

**Be sure to visit [ontario.ca/games2015](http://ontario.ca/games2015) for upcoming information about how you and your employees can track your activities.**

# GAMES TRAVEL PLAN OPTIONS

## The “Four Rs” of travel planning

Your business's Games Travel Plan can include one or more of the “Four Rs”: Reduce, Re-time, Re-mode, and Reroute.

	REDUCE	RE-TIME	RE-MODE	REROUTE
WHAT IT MEANS	Minimize the need to travel	Shift travel to times with less congestion	Shift driving trips to other modes	Shift travel to routes with less congestion
EXAMPLES	Hold meetings via teleconference or video conference	Adjust delivery schedules	Encouraging employees to take transit or bike to work	Help customers avoid road closures or parking restrictions

Customize a Games Travel Plan that will work for your business. Use the options below to get you started.

## For your employees

**Alter work start and end times:** Adjusting work start and end times can help employees avoid travelling during the busiest times of the day. Allowing employees to shift start times, even by small increments of 15-30 minutes, can significantly reduce their commute times. There are different ways your business can adjust its work times for some or all of your employees:

- Change core hours of operation, while ensuring business needs are met.
- Allow employees to alter start and end times to match those of a convenient carpool partner.
- Organizations conducting deliveries during off-peak hours may need to alter some work hours to enable that process.

**Allow staff to work from home (or telework):** This strategy is best suited for large offices and professional industries that already have flexible telework strategies in place. Enhancing your telework options for employees can help ensure business continuity during the Games.

Some important steps to take before implementing a telework plan are:

- Ensure internal policies exist and provide managers with guidance on how these policies will be implemented during the Games.
- Identify the job functions best suited for working remotely and/or from home.
- Test technology such as Internet, phone, network, and email accessibility to ensure job functions can continue from remote locations.
- Give staff the technology to replace typical worksite communications with conference calls, web conferencing or video conferencing.

**Visit [smartcommute.ca/more-options/work-arrangements](http://smartcommute.ca/more-options/work-arrangements) for more information about adjusting your business's work arrangements.**

**Encourage staff to use public transit, carpool, bike and walk:** Let staff know that there will be changes to the transportation system during the Games and encourage them to try different modes of travel.

Carpooling during the Games will let employees take advantage of new temporary HOV lanes. Smart Commute's online tool helps daily commuters identify carpool partners, review transit and biking routes. This can save time and money and reduce environmental impacts.

**Visit [explore.smartcommute.ca](http://explore.smartcommute.ca) for more information.**

**Provide incentives for staff to adjust their travel:** Incentives — even very small ones — can help encourage people to adjust their routines. Consider offering a small prize for employees who carpool, take transit or cycle during the Games.

If a large portion of staff intend to bike to work during the Games, be sure there is adequate and secure bike parking at or near your worksite. Some businesses may also allow staff to bring their bikes into the office.

## For your business-related travel

Businesses that proactively avoid travelling during busy times can make more efficient use of their resources and staff time.

- Schedule regular meetings at less busy times to avoid travelling during rush hour.
- Teleconference or web conference to meet with your stakeholders instead of meeting in person.
- When possible, encourage staff to take transit, walk or bike to business meetings instead of driving.
- Encourage staff to carpool to off-site meetings and conferences.
- For staff travelling between downtown Toronto and the Toronto Pearson Airport, use the UP Express instead of driving.
- Consider re-scheduling meetings outside of the Games period if possible.
- Use transportation planning tools available in the spring on [ontario.ca/games2015](http://ontario.ca/games2015) to plan the best mode, time and route for essential business meetings.

**Learn more about the UP Express at [upexpress.ca](http://upexpress.ca)**

# GAMES TRAVEL PLAN OPTIONS

## For your supplies, deliveries, shipments and couriers

Temporary traffic measures and a busier region overall may affect your normal shipping routine. To avoid delays and keep your goods moving, consider some of the following strategies:

- Identify which deliveries and supplies are essential and determine if there are opportunities to schedule non-essential deliveries outside the Games period.
- Stockpile non-perishable goods and supplies in advance of the Games to avoid unnecessary deliveries.
- Consider bicycle couriers for small, local shipments.
- Work with local suppliers for urgent or unplanned orders.
- Talk to your suppliers ahead of time about how the area around your business is likely to be affected and make sure you understand how each other will operate.
- Find out if garbage, recycling or other service schedules will be affected at your site and make any necessary adjustments.
- Shift your deliveries to less busy times during the day to avoid delays and improve efficiency.

**Keep an eye out for more information about freight solutions  
coming soon on [ontario.ca/games2015](http://ontario.ca/games2015).**

## For your customers and visitors

To ensure customers and visitors can get to your business it is important to plan ahead and let them know what to expect well ahead of time. Some possible strategies include:

- Using your existing communication channels to make your customers and visitors aware that their travel may be affected.
- Encouraging your customers and visitors to use public transit, cycle or carpool to reach your location.
- Promoting the tools and information provided on [Ontario.ca/Games2015](http://Ontario.ca/Games2015).
- Promoting the locations of nearby travel infrastructure such as bicycle facilities, bike share stations, and transit stop locations.
- For retail businesses, putting up posters to let your customers know what to expect.
- For businesses that rely on customer appointments, considering scheduling appointments outside of rush hour.
- Determining whether the Games will lead to more customers and preparing your business to meet the demand.

## For essential service industries

For some industries like healthcare and other essential services, advance communications with stakeholders, clientele and partner services will be particularly important. Be sure to let your stakeholders know about any changes affecting their transportation routines or access to your site.

Consider designating a staff person to act as your transportation liaison with stakeholders to keep them informed and answer questions during the Games.

**Be sure to visit [ontario.ca/games2015](http://ontario.ca/games2015) regularly for the latest transportation information, tips and planning tools that can help your business prepare for the Games.**

## Smart Commute service for the Games

The Games present a unique opportunity for organizations to try new ways of working, making your workplace more attractive, sustainable and productive. Smart Commute is offering a special Games service to organizations beyond its current members, to support development and implementation of Games Travel Plans, and build upon the tips and tools in this guide. Beginning in 2015, this Smart Commute service will be available to help interested businesses manage the challenges of Games-time travel, enable business continuity, and facilitate a variety of transportation changes. Find out more at [www.smartcommute.ca](http://www.smartcommute.ca).

Remember, business travel planning isn't just for Games time. By keeping key elements of your Games Travel Plan in place after the Games are over, you can achieve even more. Interested businesses will have opportunities to become full Smart Commute members post-Games.

Smart Commute is a program of Metrolinx and the municipalities in the GTHA, with 13 regional offices located throughout the area. Smart Commute supports travel options for getting to work, getting to school, and community travel. Smart Commute works with 340+ workplaces and more than 700,000 commuters, helping them explore and try options such as walking, cycling, transit, carpooling and telework.

# SAMPLE TRAVEL PLAN

Use the template on the next page to create a Games Travel Plan for your business. Once developed, be sure to test your plan and let your staff, customers, visitors, suppliers and other stakeholders know about it.

Here's an example to get you started.

<b>ACTION</b> Action your business will take to keep moving and reduce traffic	<b>DELIVERY</b> Short description of the steps needed to deliver	<b>WHEN</b> Date when the action needs to be delivered	<b>WHO</b> Person responsible for delivery	<b>CURRENT STATUS</b>
<b>STAFF TRAVEL:</b> Start a carpooling program for the Games period	<ul style="list-style-type: none"> <li>• Get senior management approval for the idea</li> <li>• Develop a signup sheet for staff</li> <li>• Promote the program and benefits to staff (ie take advantage of temporary HOV lanes)</li> <li>• Track staff participation and results</li> </ul>	Carpool program in place by June 1, 2015	<a href="#">Jane Smith,</a> <a href="#">HR specialist</a> <a href="mailto:Jane@HR.ca">Jane@HR.ca</a>	Senior management briefing scheduled for January 12, 2015



# GAMES TRAVEL PLAN TEMPLATE

<b>ACTION</b> Action your business will take to keep moving and reduce traffic	<b>DELIVERY</b> Short description of the steps needed to deliver	<b>WHEN</b> Date when the action needs to be delivered/ completed	<b>WHO</b> Person responsible for delivery	<b>CURRENT STATUS</b>
<b>STAFF TRAVEL</b> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>				
<b>BUSINESS TRAVEL</b> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>				
<b>CUSTOMERS AND VISITORS</b> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>				
<b>SUPPLIES AND DELIVERIES</b> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>				
<b>OTHER</b> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>				