HANDBOOK FOR THE IMPLEMENTATION OF A LOCAL TRAVEL PLAN NETWORK (LTPN) IN TOURIST AREAS
Neerwijk: a long stretch of beach, two prestigious seafront boulevards.

Werfenweng is one of the best-known Austrian destinations for tourists looking for a car-free holiday.

Balaton is the largest lake in Middle-Europe. With its surface of 592 km² it is an ideal place for sport and leisure.

Fuerteventura, a UNESCO "Biosphere Reserve", attracts 1.65 million visitors a year.

Close to 1 million tourists visit Kos every year during the summer season.

Policy Recommendations

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WHY YOU SHOULD READ THIS?

Tourists of the 21st century have specific demands when they are on holiday. They would like to escape from their everyday life, escape from congestions, from crowded buses, from noise, from bad air quality. An attractive touristic destination offers high-quality sustainable transport possibilities to its guests. However in practice, the parameters of what makes up a sustainable transport system will vary, simply because the circumstances experienced by each local area are so different from one another. LTPNs help address this heterogeneity by involving the stakeholders to find the best transport solution for an area. These stakeholders – including municipalities, transport and tourist organisations, hotels, museums, etc. – have all the necessary knowledge about their region and their guests, which enables them to think about the best common solutions for attractive, sustainable transport. LTPNs are also economical and can strengthen community and local pride. Why wouldn’t you choose something that is economical, good for the local community and makes the area more liveable and attractive to tourists?

This guide will help you plan and implement an LTPN and offer you a step-to-step approach. You can also find highlighted practical advice after every step in the “Keep in mind” sections.

WHAT ARE LTPNS?

A Local Travel Plan Network (LTPN) is, “a group, or network, of organisations that have come together to share resources and ideas for developing and implementing a travel plan in their local area.” A travel plan includes “a package of measures tailored to the needs of individual organisations and aimed at promoting greener, cleaner travel choices and reducing reliance on the car.”

Like travel plans, LTPNs are a move away from the traditional approach of addressing transport problems via the provision of more road capacity. They offer quick, economical and effective solutions to transportation and other organisational problems. Crucially, by dividing responsibility among multiple organisations, LTPNs deliver greater benefits for participants while requiring less involvement than would be required if each individual organisation developed its own travel plan.

LTPNs were originally applied at sites such as business parks, industrial estates, city centres, a cluster of schools and residential areas, but the LTPN system can also work in tourist regions. They are always area-specific in application and effect. This handbook provides guidelines for implementing LTPNs in your own region. It is based on the results, experiences and lessons learned in the European STARTER project.

STARTING POINT: “GREENING” SEASONAL TRAFFIC THROUGH EMPHASIZING ALTERNATIVE SUSTAINABLE TRANSPORT MODES

The seasonality of tourism demand leads to a rising demand for transport and mobility services during the high season, which has a large effect on the traffic situation in the specific tourist regions. The immediate effect of the seasonality of transport demand is the high traffic congestion in the main road networks. Side effects of this include high energy use – mainly fossil fuels – traffic noise and air pollution leading to negative health and environmental effects, increased risk of traffic accidents, low quality transportation services and damage to the transport infrastructure.

Every year, it is estimated that more than 1 percent of the EU’s GDP is lost as a result of congestion. According to the Green Paper on Urban Mobility, urban traffic is responsible for 48 percent of CO2 emissions and for 70 percent of emissions of other pollutants arising from road transport. It is another issue that apparently, if we look at yearly averages, there are tourist regions that do not have critical traffic parameters for energy use and emissions. But during the popular seasons the critical indexes are much higher than the optimal and in some cases healthy standards. It is almost impossible for people or the environment to adapt in the short term. On the other hand, sustainable transport is also a market opportunity for the tourism, since consumers are becoming more and more conscious of the need for sustainability.

While it is true to say that these problems occur at the local level, their impact is also felt on a wider scale. Climate change/global warming increases health problems and bottlenecks in the logistics chain. Local authorities cannot face all these issues on their own, and there is a need for cooperation and coordination at regional and national levels, as well as at the European level.

The Green Transportation Hierarchy lists the modes of transportation from walking at the top, which is the greenest and the top priority, to single occupant vehicles at the bottom, which are the least green with the lowest priority. Wherever possible, single-occupant vehicles should be avoided. A car with one passenger has an external cost per passenger about 10 times as large as a bus with 25 passengers. There are three main drivers of modal choice: income levels, relative user costs – including time costs – and public policy. It is also very important for the passengers to get the proper information online or via mobile apps in order to be able to make a thoughtful choice.
How does an LTPN work in the tourism sector?

**STEP 1 – Analyse needs and feasibility**

**1A – DEFINE BASIC SITUATION**

**GENERAL PROBLEMS IN TOURIST REGIONS – MOTIVES FOR INITIATING AN LTPN**

There is a tourist region with seasonal high traffic demand. This traffic causes congestion which has a negative effect on safety issues and on the attractiveness of the location. From a sustainability point of view this traffic also increases the energy use and the emissions in the area. In such areas there are groups (the potential target groups) which are experiencing similar issues.

**NOTE:** Local variants of general problems (examples from STARTER demo sites)

The main problems STARTER partners faced were linked to high traffic congestion and the use of non-sustainable modes of transport. For example in Noordwijk, STARTER partners implemented a new parking policy, because the old policy was very complicated, and visitors kept driving in circles in search of an available and preferable less expensive parking space. In the West-Balaton region, the bus timetables were not sufficiently integrated and did not consider the needs of tourism workers who had to use a private car in order to get to work early.

**KEEP IN MIND:** It is important to know where your region currently stands, but this knowledge is often very fragmented and incomplete. It might take some time to get a grip on the local issues, but this is the first step in developing sound policies and measures for the future.

**1B – IDENTIFY POTENTIAL PARTNERS WITH SIMILAR INTERESTS**

**ANALYSE THE NEEDS**

Identify the need for implementing a LTPN. Discover the opportunities and threats to the process of implementing a LTPN. Bring stakeholders together – such as: authorities, hoteliers, restaurants, tourist attractions, etc. – to determine whether they are open to the idea of joining such a network and to inquire about their expectations.

**ESTABLISH AVAILABLE RESOURCES**

Establish available resources for carrying out the LTPN process and for implementing measures. This includes human resources (i.e. available staff and skills) as well as financial resources.

**IDENTIFY KEY ACTORS AND STAKEHOLDERS**

Stakeholder types include:

1. authoritities:
   a. municipalities
   b. tourism boards
   c. transport authorities
2. companies:
   a. transport organizations
   b. transport suppliers (bike rentals)
   c. hoteliers, restaurants
   d. tourist destinations [museums]
3. and tourists

Identify possible conflicts and coalitions between stakeholders, and how these in turn may affect your planning process in terms of policy integration, resource availability and overall legitimacy. Highlight win-win situations for authorities, touristic sector and tourists.

The most appropriate type of LTPN needs to be determined, in terms of degree of formality, inter-organizational relations and funding arrangements. The choice should be agreed on, and it might be effective to ask each stakeholder to sign an agreement or memorandum of understanding to confirm their participation and assistance with implementation.

**CONDUCT A SWOT ANALYSIS**

Develop a tailored process that fits the local context. Ensure that the necessary wide range of skills for managing and driving the LTPN process are available in your local organization and among the other stakeholders. A SWOT analysis can help in providing insight in the strengths and weaknesses of the proposed approach.

**KEEP IN MIND:**

Several tourist stakeholders will have opposing or competing needs and wishes. As long as balance and fairness are guaranteed, this should not have to be an issue for the creation and operation of the LTPN.
At this stage you should define the type of LTPN and work out the process details of the LTPN structure, including stakeholders responsibilities.

**DETERMINE LTPN STRUCTURE**

It is important to realise that the structure of a LTPN network is one key to successful operation. The structure will affect the relationship between participants, the level of commitment from member organisations and the availability of resources to develop and implement a travel plan.

Given the specific contextual circumstances of a potential LTPN, the most appropriate type of LTPN in terms of degree of formality, inter-organisational relations and funding arrangements needs to be determined.

**DRAW UP LTPN AGREEMENT**

A document should be made summarising the planned actions and should be signed by all stakeholders to demonstrate ongoing commitment to the work, as it is only with their support that the work will progress and be implemented. This written document could be a loose ‘memorandum of understanding,’ a covenant, or even a formal contract, depending upon the circumstances.

**KEEP IN MIND:**

Finding the right LTPN structure is crucial to a successful cooperation. Type decision should be considered.

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**3A – IDENTIFY SUSTAINABLE TARGETS AND TARGET GROUPS**

**IDENTIFY THE PRIORITIES FOR MOBILITY**

Defining objectives means specifying what economic, social, environmental or economic improvements are required. The definition of objectives will provide focus and structure between the development of the vision and the setting of targets.

**ENGAGE TARGET GROUPS**

The target group(s) will vary depending on your specific situation. In tourism they can be families, senior citizens, daily or overnight visitors, rest seekers, youngsters, etc. The behaviour and needs of these target groups can differ depending on the types of region – hilly, beach, etc. – and on the climate.

Every region or city has individuals or communities who are creative, enthusiastic and willing to help in coming up with solutions to the local issues defined. It is your task to find these individuals or communities and to create a forum for them where they can speak up, or at least give them an opportunity to provide feedback, for example via a questionnaire.

While the main focus in touristic regions is on tourists, it is strongly advised to also consider the needs of local inhabitants and employees/workers, as measures later on could affect them too. Once needs have been identified, it is crucial to look for the common interests.

**DEFINE MAIN OBJECTIVES**

LTPNs can be implemented in tourist areas to:

- Provide direct benefits for the members [economic, environmental]
- Provide better access to local points of interest by offering sustainable transport alternatives
- Demonstrate a commitment to sustainable tourism and mobility
- Improve the competitive position of the area

The defined and selected objectives first need to be translated into targets.

**DEVELOP SMART TARGETS**

Targets should be SMART, i.e. specific, measurable, attainable, realistic and time-bound.

- **Specific**
  - Well defined.
  - Clear to anyone that has a basic knowledge of the project.
- **Measurable**
  - Know if the goal is obtainable and how far away completion is.
  - Know when it has been achieved.
- **Attainable**
  - Agreement with all the stakeholders on what the goals should be.
- **Realistic**
  - Within the availability of resources, knowledge and time.
- **Time-bound**
  - Define specific deadlines
3B – CREATE TRAVEL PLAN AND DEFINE APPLICABLE MEASURES
An important policy goal in transport energy efficiency is to shift passengers to more sustainable modes of transport such as bicycles, efficient public transport and rail, called modal shift. Policies for passenger modal shift generally include improving public transport services and infrastructure and increasing its attractiveness to potential passengers through information campaigns and improving practical features, such as integrated ticketing, real-time travel information and lower fares.

REVIEW BEST PRACTICES
The most appropriate solution is to collect those measures that help the given area to reach the defined goals. It is almost sure that your current problem has also occurred elsewhere. You need to collect these possible measures without any selection first time. Every measure can have some added value that you can build in to your LTP – this process is like a brainstorming. For this searching the database of the EU can be extremely useful, e.g. Elits. Another essential issue is to be up to date with the state-of-the-art, if you want to find the most effective solution for your area.

IDENTIFY THE MOST APPLICABLE MEASURES
One part of the collected measures might have just some small ideas to use; if you see that these projects had an absolutely different scope – e.g. different extension – you can throw away them and focus on the rest. Measures need to contribute to achieving the vision, objectives and targets. A set of options needs to be identified that realistically fits with the available resources.

3C – CREATE BEST ALTERNATIVES AND RANKING
The next step in the process is to make an order from the examined measures. The main inputs for this are the results of the feasibility studies. It is not enough here to have a good idea – you need to have implementable, applicable actions. You have the opportunity to order the measures by economic indicators, by expected effects or by expected costs or combine these parameters. Most of the cases, the budget is the bottleneck. You should find an optimal combination of the measures that keeps the financial possibilities and reaches the defined targets in the most effective way.

KEEP IN MIND:
It is essential: the majority of LTPN supports the order and content of the preferred measures. Otherwise, the members might lose their enthusiasm.

3D – DEVELOP A TRAVEL PLAN
Developing the accepted plans includes coordinating the development of the subsidiary plans and incorporating them into the complete project plan. The main purpose of this step is to define how the project is to progress from its beginning to completion. In short, the plan provides the high-level game plan for how the project moves through its life cycle. The subsidiary plans provide the specific details for managing each aspect of the project from initiation through closure. The subsidiary management plans could include:
- Project scope management plan
- Staffing management plan
- Schedule management plan
- Process improvement plan
- Cost management plan
- Quality management plan
- Communication management plan
- Risk management plan

SMART indicators are the benchmarks of the different measures, and comprise of four types:

INPUT INDICATORS
These indicators refer to the needs of resources for the implementation of the project. Human resources, materials and financial resources.

OUTPUT INDICATORS
Output indicators add more details in relation of the outcome (“output”) of the project, e.g. new parking slots. Indicators should also monitor the quality of the activities conducted, based on a number of established quality criteria or standards. These indicators are useful management tools to monitor implementation and its quality. However, they do not provide information on the results and impact of the activity.

OUTCOME INDICATORS
Outcome indicators refer more specifically to the objectives of an intervention, that is its "results" and its outcome. These indicators refer to the reason why it was decided to conduct certain interventions in the first place. They are the result of both the "quantity" (“how many”) and quality (“how well”) of the activities implemented. These indicators allow us to know whether the desired outcome has been achieved.

It may take time before final outcomes can be measured. A number of intermediate outcome indicators should therefore be identified for all the intermediate changes that the intervention is expected to bring about and that will eventually lead to the final outcome. This helps us know whether we are progressing towards achieving the expected final outcome.

IMPACT INDICATORS
Impact indicators refer to the energy consumption and CO2 reduction. These indicators cannot show progress over relatively short periods of time.

3E – ESTABLISH A SCHEDULE
The first thing you need to do when building the LTPN schedule is to look at the project at a high level and then break it into smaller pieces until you can assign simple activities to each task. Add a description of each task which typically answers questions relating to who, what and where. Consider task sequencing and durations. Sequence the schedule activities by simply placing them in the order in which they need to happen. It is where we look at the different types of schedule to figure out how each of those activities relate to each other. Estimating the duration of each of the activities requires you and your team to analyse how long it will take to accomplish each of them. Set milestones and processes for managing changes. Establish regular milestones within the schedule and check those milestones frequently, so you know whether the project is on schedule.

KEEP IN MIND:
Planning is essential for the project’s success, and as such is often considered the most important phase in LTPN design and implementation. By establishing the scope, aims and objectives of the project and mapping out the procedures, tasks, roles and responsibilities, planning with the use of the SMART indicators helps to reduce the main pitfalls leading to project failure.
Management activities are an essential part of implementation. General / ongoing activities: project management committee meetings, field monitoring trips, reporting, planning / progress review and communication activities.

**IMPLEMENT THE LTPN AND SOFT-MOBILITY MEASURES**
At this phase, site-specific measures can be implemented to address the network’s objectives. The travel plan measures chosen for implementation will depend on local transport issues, the resources available and the size of the target group. The result is an implementation plan which offers a win-win situation for authorities, companies and tourists.

**ASSIGN RESPONSIBILITIES AND RESOURCES**
A clear picture of who is in charge of an action and where the funding comes from is a cornerstone of every LTPN. This requires close coordination and discussion among all actors that will have a role in developing and implementing the measures or packages of measures.

**PREPARE AN ACTION AND BUDGET PLAN**
A confirmed action and budget plan is always needed. It should include a detailed summary of the measures, the established priorities for implementation and its scheduled order.

**CHECK THE QUALITY OF THE PLAN**
To ensure that the previous agreements are well-reflected, drafts of the document need to be reviewed by internal stakeholders and by external experts as well.

**ADOPT THE PLAN**
The plan needs to be legitimized by the elected political representatives of the responsible body/bodies. This is a key step in making it accountable and providing an agreed upon framework for measure implementation.

**MANAGE PLAN IMPLEMENTATION**
It is crucial to deliver the goals of the plan effectively and to apply appropriate management to oversee the implementation and to manage risks. Daily management of LTPNs.

**MANAGE THE NETWORK**
- how to ensure active participation of the network members after start – regular meetings, feedback on measures and impacts
- how to manage large networks – set-up core working group which takes decisions in behalf of the network

**UNDERTAKE MARKETING AND COMMUNICATION ACTIVITIES**
For dissemination activities to be effective, it is vital to involve local users through a range of appropriate communication media. The budget plan should include the planned costs for communication issues.

**GET FEEDBACK - INTERVIEWS WITH THE STARTER LTPN LEADERS**
A short overview of the personal experiments of leaders should be undertaken to understand how they feel during the implementation of LTPN and what are the main benefits of their project.

**STEP 4 – Implement measures**
Monitoring is a crucial element in order to stay tuned with the LTPNs impact. This step is performed throughout the life of the project and ensures that the work results lines up with the plan.

**COLLECT MONITORING DATA AND ADJUST THE PLAN**
Monitoring indicators alone often do not provide an understanding of why objectives have or have not been met or will not lead to understanding and learning by staff and partners. This requires discussion and analysis with them together. Regularly apply the selected monitoring tools to check how much progress has been made towards achieving the objectives and provide flexibility for change requests.

**KEEP IN MIND:**
Avoid the typical implementation problems: weak monitoring systems, lack of team work and lack of incentives for implementers.

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STEP 6 – Carry out evaluation activities

The evaluation process should assess the economic, social, environmental, and financial impacts of a LTPN and combine these to provide an overall assessment of the LTPN implementation process. Compare the results with the targets set and the results with similar projects to learn.

This is important to determine whether the travel plan network is effectively carrying out planned activities and the extent to which it is achieving its stated objectives and anticipated results. Practical units of benchmarks can be CO2 level, energy use and guests nights.

KEEP IN MIND:
Changing attitudes and human behaviour takes time; results are often not achieved in a short period of time. The effects of a LTPN process should be discernible from other changes in site circumstances.

EXTENDED ACTIVITIES, OPTIONS, POSSIBILITIES

UPDATE CURRENT PLAN REGULARLY
A certain flexibility to update the plans is needed to guarantee that new developments and insights are taken into account. Otherwise the plan might lose its effectiveness over time.

ACTIVELY INFORM THE PUBLIC
LTPN outcomes are more successful and appreciated if the network’s visions/goals are clearly communicated in the region/city, and the region gives its wide support.

IDENTIFY SYNERGIES AND INTEGRATED PACKAGES OF MEASURES
Experience shows that isolated measures can only have a limited impact, while packages of measures can make use of synergies and reinforce each other. Therefore, it is crucial to actively look for interesting combinations/packages of measures. Detailed implementation plans can help to find synergies between activities.

REVIEW ACHIEVEMENTS – UNDERSTAND SUCCESS AND FAILURE STORIES
In every project there are successful and unsuccessful parts. Try to learn from failed activities and stories. It is necessary to get feedback from the users, from the target groups and decide the line with LTPN members to continue. Every plan can be changed during the process, if it is needed, but having a detailed one will help to follow an alternative course.

SUMMARY

“In the case of Kos, due to the lack of previous experience and knowledge, some stakeholders were skeptical and reluctant about the benefits from the establishment of the LTPN and its contribution both to the improvement of the tourists mobility and to their own business. We believe that the LTPN should be assessed after some time (e.g. two years), when the measures implemented will prove their usefulness.”
Yannis Tyrinopoulos

“Often it is really needed that the municipality takes the lead in the implementation of new measures but sometimes other organizations can become more active as well. This was the case with the development of the flyer. The municipality had only control about the preconditions but the flyer was mainly developed by private organizations.”
Daan Schrama

“The touristic organizations had very good ideas that alloy the sustainable mobility and the attraction of tourists. If we want to develop the sustainable mobility in the touristic areas of Hungary the transport sector should cooperate much more with the TDM offices as they know more precisely the local processes.”
Botond Aba

Tourists of the 21st century have specific demands when they are on holiday. They would like to escape from their everyday life, escape from congestions, from crowded buses, from noise and from bad air quality. An attractive tourist destination offers high-quality sustainable transport to its guests.

This handbook helps stakeholders – including municipalities, transport and tourist organisations, hotels, museums, etc. – and decision makers to plan and implement an LTPN in their area, and have an attractive and sustainable transport system.

The guide is based on the STARTER project results and offers a step-by-step approach to establish, develop and manage a LTPN. The book contains highlighted practical advice after every step in the “Keep in mind” sections.
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FOR MORE INFORMATION WE REFER TO THE FOLLOWING STARTER DELIVERABLES:
D2.1 - Inventory of Best Practices
D4.2 - Final Implementation Report
D5.3 - Final Evaluation Report
D6.1 - Policy recommendations for the implementation of a LTPN in touristic areas
D6.2 - Handbook for the implementation of a Local Travel Plan Network in touristic area’s (available in English, Dutch, German, Hungarian and Spanish)
D6.3 - The future of the LTPN in each of the pilot sites. These deliverables -and more information - are available on the project website: http://www.starter-project.eu

ADDITIONAL INFORMATION ON SUSTAINABLE TRANSPORT IN TOURISM CAN BE FOUND ON THE FOLLOWING WEBSITES:
The SEEMORE project (http://www.seemore-project.eu) is directly related responding to introducing energy-efficient transport solutions for visitors in eight coastal tourist regions of Europe.

Measures are grouped into three different action fields:
a) sustainable mobility information, marketing and awareness,
b) incentives for enhancing usage, and
 c) sustainable mobility options.

Elis - The urban mobility observatory (http://www.elis.org) facilitates the exchange of information, knowledge and experiences in the field of sustainable urban mobility in Europe. It includes best practices in the field of mobility management in tourist areas.

Biosphere Smart (http://www.biospheresmart.org/) is a global observatory created to share ideas, knowledge, best practices and experiences among Biosphere Reserves on issues related to climate change, green economies, and sustainable development. It includes best practice examples for Soft Mobility in Tourism.

The STARTER project was co-funded by the European Commission, through the Executive Agency for Competitiveness & Innovation (EACI) under its “Intelligent Energy – Europe” (IEE) programme. For more information we refer to http://ec.europa.eu/energy/intelligent/.

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The SEEMORE project (http://www.seemore-project.eu) is directly related responding to introducing energy-efficient transport solutions for visitors in eight coastal tourist regions of Europe.