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TRAVEL PLAN PLUS

T r a v e l R e d u c t i o n A t t a i n m e n t V i a E n e r g y - e f f i c i e n t L o c a l i t i e s P L A N N i n g

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Local Travel Plan Networks: Interim Implementation and Evaluation Report


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ABSTRACT

The report provides site-focused interim implementation and evaluation assessment for the TRAVEL PLAN PLUS project. It satisfies D4.5 from WP4 and D5.2 from WP5, these documents have been combined for practical reasons, both documents are closely related and the outcomes support each other.

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Executive Summary

TRAVEL PLAN PLUS stands for *Travel Reduction Attainment Via Energy-efficient Localities PLANning*. The project aims to deliver transport-sector energy savings by creating a new approach to site-based mobility management across Europe. It will see the concept of “*Local Travel Plan Networks*” (LTPNs) being applied in several municipal areas. This deliverable reports the implementation activities and the first results based on the work so far at the TRAVEL PLAN PLUS (TP+) sites.

LTPN Design, Implementation And Operation

The implementation of the LTPNs considers a range of existing conditions and transport issues, including problems associated with transport for/around industrial estates, educational premises, airports and development corridors. The LTPN concept is applied in:

- **Cambridgeshire (UK):** the LTPN site comprises the Cambridge Science Park, the Cambridge Business Park, Cambridge Regional College and the St John’s Innovation Centre. Businesses in the area are predominantly 'young' companies; therefore the LTPN can help to encourage more active travel patterns.
- **Stockholm (Sweden):** this site encloses a 9000 square meter freight terminal (Cargo City). The main challenge is to reduce the number of solo car journeys to and from work and to make sustainable travel options more attractive and reliable for the staff.
- **Győr (Hungary):** within the Municipality of Győr the LTPN project promotes the use of other transport modes than private vehicle in a central and suburb educational area.
- **Bages (Spain):** an industrial area difficult to access by any other mode of transport than the private vehicle. Lift-pooling initiatives are the main challenges of this LTPN area.


Each of the implementation sites has defined site specific objectives and targets to complement the project wide objectives. They have selected the type of LTPN to implement; the following figure provides an overview of the different types of LTPNs (as detailed in D2.1a) and their relations with the demonstration sites. At present these are restricted to Area Travel Plans which are formal in nature but do not receive funding from the organisations involved, though staff time and ‘in kind’ contribution do resource the implementation. A number of the sites focussed on commercial businesses are considering a move towards a Transport Management Association, where organisations pay dues to support LTPN activity, if achieved this will provide longevity beyond the TP+ project. Each site has defined the LTPN structure and are now implementing or preparing to implement an LTPN.

	Cambridge	Stockholm	Gyor	Bages
1. Neighbourhood Transport Forum				
2. Area Travel Plan	✓	✓	✓	✓
3. Business Improvement District				
4. Transportation Management Association				
5. Local Transportation District				

Figure 0-1 Overview of the sites and the different type of LTPNs

- **Neighbourhood Transport Forums** are the simplest form of LTPN, consisting of informal gatherings of organisations and usually acting primarily as a venue for information exchange, which can sometimes lead to measures such as car sharing schemes being adopted.
- **Area Travel Plans (ATPs)** are local networks that typically form in Development Zone-type environments. ATPs tend to operate as travel plans do at large single organisation sites such as large hospitals, universities and large company campuses – the main difference being that several organisations are involved instead of only one.
- **Business Improvement Districts (BIDs)** are self-assessment districts formed by property or business owners. BIDs enjoy significant participation from their members and are formed for many reasons of which transport is sometimes one.
- **Transportation Management Associations (TMAs)** are generally private, not for profit corporations formed so that employers, developers and/or retailers can collectively address transport-related problems.
- **Local Transportation Districts (LTDs)** are probably the most complex type of LTPN to set up and the most resource intensive. This is because they are effectively a Government body, unlike the other network types described above. However, they can also potentially be the most effective in delivering transport goals due to the greater range of instruments available.

The implementation of the LTPN in Stockholm and Bages has been delayed by several months. At the demonstration in Stockholm there has been problems related to the roles and responsibilities. The SRA tried motivate personnel at LFV and Cargo City during the first three months of the implementation, but could not achieve much on the site since they had no direct authority. The enforcement of the CO₂ cap from the beginning of

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2011 and the new person responsible for TP+ at LFV have created a new platform for the project and even with the delays it seems like the implementation of measures will start during spring 2010. The active role of the LFV group in the project will improve the implemented measures and ensure longevity of the project beyond the lifetime of the TP+ project.

At the Bages site the cause of the delay has been the financing of the vanpooling scheme. The first proposal for the ICAEN was deemed to be too expensive and a new scheme had to be prepared in order to secure financing for the first year of the vanpooling scheme. The new scheme for the vanpooling measure was accepted by the ICAEN and the LTPN contract was signed in March. At the end of the interim period the financial issues had been addressed and preparations for mobility audits had been made. By the end of March the preparations for the launch of the LTPN were finalised. Initially there were issues with the Mobility Consortium Bages (MCB) who considered the LTPN to be a competing scheme, although a subsequent meeting has now resolved this and the LTPN will now be included in the MCB.

The implementation in Cambridge and Györ has in overall proceeded according to plan. The main deviation in Cambridge has been caused by delays to the opening of a guided busway which should eventually serve the site. The Team responsible for TP+ at the Cambridge site has continued a frequent dialogue with the responsible for the bus way to follow proceedings. The mobility work has focused on wide range of areas at the Cambridge site and promotions and cycling, car sharing and public transport measures have been instigated. The communication and dissemination processes are now operational. Thus, the TP+ newsletter is issued once a month and the website is ready to be launched. There were initially some problems with engaging members in the steering group but active dialogue with management on site has ensured participation from key actors.

The first half of the interim implementation period in Györ mainly focused on generating support and arranging meetings to aid the implementation of the measures. Promotion campaigns were made during March 2010. April 2010 has been dedicated to evaluating the first stage of the implementation. The main focus of the implementation in Györ has so far focused on disseminating mobility work in schools through campaigns and lectures in classes.

LTPN Interim Evaluation Results

The evaluation framework consists of the following assessment categories: operational, financial, political, energy and socio-economic. Throughout the project these categories are measured for each of the stakeholders at each site. They consider the different effects a LTPN has on the individual sites and stakeholders. The operational assessment addresses aspects like the awareness and the acceptance of the services introduced of both companies and individuals. The financial assessment is related to the costs and benefits for the involved stakeholders. Does the LTPN bring value for money? The political assessment focuses on the management reasons to participate. This activity will have a descriptive character. It also includes possible additional external funding that has been generated by the LTPN.

The energy assessment focuses on the question whether a reduction of *10% in transport energy use* and if a *modal shift of 15% from single occupancy car use* at each site has been achieved by the end of the project.

The socio-economic assessment includes the overall effects on for example CO₂ emissions, fossil fuel dependency, congestion and safety. It thus addresses the benefits for society as a whole.

The table below assesses the operational, financial, political progress based on the evaluation to date. However, as yet it is not possible to assess the energy performance given that the LTPN have not been in operation for sufficient time, and so the overall evaluation is currently based on the remaining three factors.

Table 0-1 Interim evaluation assessment

	Cambridge	Stockholm	Gyor	Bages
Operational	++	-	++	-
Financial	++	0	+	--
Political	++	-	+	-
Energy	N/A	N/A	N/A	N/A
Overall	++	-	+	-

++ very positive, + positive, 0 neutral - negative, -- very negative N/A Not Available


Operationally, in Cambridge and Gyor the municipality manage and coordinate the project and both have launched a LTPN and are implementing and planning measures to encourage modal shift. This has been assisted by a history of travel plans in Cambridge and through direct municipal influence upon the schools in Gyor. The result is raised awareness and employees and students participation.

In Bages and Stockholm a launch at each site is imminent. Challenges in Bages and Stockholm have been largely financial or political, where political also refers to the engagement of organisations within the LTPN, which in some cases has been affected by external factors such as staff changes. Financially, Stockholm's issues can be related to initial problem in defining roles and responsibilities, whereas in Bages there is a need for financial investment to provide the possibility of alternatives through, e.g. cycle routes or bus services, which provides a significant challenge. Politically each are supported by regional or site specific policies, the mobility law Catalonia and the CO₂ cap for Arlanda airport, however this does not automatically open doors immediately at the site level, though the implementation report highlight the response of the TP+ teams at each of the sites and the progress made.

This is the current situation and it highlights the impact of stakeholders, initial starting points the remainder of the document details partner response to each step of the process to date and provides valuable lessons and recommendations.

Socio-economic assessment

The overall objective of TRAVEL PLAN PLUS is to promote energy efficiency through

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influencing consumer behaviour towards using sustainable modes of transport. Studies have shown that travel plans can achieve a 15 to 30% reduction in single occupancy vehicle trips to UK sites, while a 20% average reduction has been observed at sites in the Netherlands and the USA. Some exceptional travel plans in the USA have reduced the number of car trips by 50% or more.

This reduction not only has a positive influence on energy-use, it also contributes to other aspects of relevance for the Commission. These impacts include:

- reducing congestion
- reducing greenhouse gas emissions
- improving road safety.

Lessons learnt and recommendations

The lessons learnt so far have been similar across the different sites. This suggests that establishing a LTPN creates similar difficulties regardless of the context in which they develop. Organisationally, the differences are greater which can explain the various stages of development of the LTPNs at the different sites.

Information

In order to evaluate the potential of the LTPN it is important to gather as much information as possible about the travel patterns of the employees. If possible; the addresses of the employees should be collected and GIS used to plot these on a map. Adding layers with cycle routes and bus stops will provide information about how many of the employees that could potentially use sustainable modes of transportation for work trips.


Travel surveys are important tools to gain further information about staff travel, combined with the addresses they can be plotted on map with information about how they travel. This will show the potential of the shifts in modal split.

When making questionnaires or surveys they should include all the information needed at the moment and in the future. Making additional questionnaires is expensive, time consuming and irritating.

Establishing the LTPN

Build relationships with key stakeholders early on in the project. If promoting public transport is a key measure, representatives from the public transport should be contacted early on to order to establish close cooperation.

Involve key representatives from the companies in the steering group. Senior representatives from the companies have the authority to influence the organisation and their involvement in the project can be vital to create support for the LTPN amongst the employees. Once the company representatives are involved in the steering group, make their expertise comes to use. They are likely to have concerns and ideas – listen to their concerns regarding transport and try to deal with these in order to give some credibility to the project.

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The importance of involving the key actors at an early stage serves to purposes; the first is the avoidance of them feeling that things are happening that are outside their control or ‘above their head’; the second is that things takes longer time than anticipated.

Communication

To ensure information is passed on to employees it is important to find key senior people in each company to send communications to. It is important not to over communicate and to find who is receptive to communications and who wishes to be informed less frequently and establish different distribution groups accordingly.

Issue newsletters as the project develops initially one newsletter will probably enough for the companies, but as the LTPN develops two different newsletters can be issued; one aimed at companies and one aimed at commuters.

Involve media as much as possible to promote activities.

Organisational/Generating funding

Clarify roles and responsibilities between responsible actors from the beginning of the project. It is vital to gain approval for the LTPN within the participating organisations. If the LTPN is well anchored within the participating organisations, external factors such as changes in personnel will cause less damage to the project.

Make sure your communication reaches company representatives, either directly or if you are relying on one person to pass on information his dedication to the project will be very important.

If you work jointly with local government it is important that they receive regular information about the phase of the project and about the short, medium and long term goals.

Promote the LTPN in every available forum as many other projects may have funds that could be used in your LTPN.


Find civil organisations are likely to support your work especially in promotion campaigns and programs.

A working LTPN has marketing value so use it to generate additional funding.

Interim conclusions

The TRAVEL PLAN PLUS sites are very different, with different challenges, objectives and measures. Overall, the results described in the previous chapters produce some interesting conclusions. Considering implementation:


- LTPNs can be motivated by several targets, of which energy reduction is only one. However, in order to be successful a clear cause (“**sense of urgency**”) must occur: problems with accessibility of the location (Cambridge, Bages, Gyor), emission targets (Stockholm), road safety, building permits etc. Less urgent problems may also be a good reason to start regional cooperation – but this requires efforts in convincing others to cooperate.

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- The TRAVEL PLAN PLUS demonstrations are all gaining momentum following a slower than anticipated start. The **involvement of regional and or local authorities** seems to be a pre-condition for quick setting-up LTPNs. As proven by the demonstrations in Gyor and Cambridgeshire, authorities can fulfil different roles in a LTPN:
 - initiate the project,
 - participate in the project,
 - communicate reasons and results in order to get commitment,
 - provide financial support (start-up and follow-up),
 - initiate measures.
- Although authorities can provide instruments to increase pressure on parties involved to take action (i.e. reducing number of flight at Arlanda if emissions from commuter travel are not reduced), this is not always the best way. LTPNs are about **cooperation and creating a win-win situation** for the stakeholders involved by changing travel behaviour. This not only includes socio-economic benefits for society as a whole (energy-use, congestion, emissions, safety), but also direct benefits for participants: improved accessibility, lower transport costs, reduced costs for sick leave (health improvements) and improved company image.
- The demonstrations in Bages and Stockholm show that these benefits are not always recognised by the companies involved. They need to be convinced, through **best-practice examples** and direct **communication**. Involving of external experts can play a role in convincing the companies, for example as happened at Arlanda Airport, to participate.
- LTPNs need to consider the local context and the objectives of all stakeholders when selecting and customising measures. In this way the measures chosen are always embedded in a broader objective. It is not simply about encouraging companies to promote public transport or to try a carpooling car. Moreover, given the specific nature and needs, **measures are to be custom-made**.

In conclusion at this moment there is not much to say about the effectiveness of the TRAVEL PLAN PLUS demonstrations at present. Figures on the impacts on energy-use, emissions and other socio-economic indicators will be presented at the end of the project in D5.3.

The TRAVEL PLAN PLUS project team is hopeful that it will be able to report reductions in drive alone commuting, total kilometres drives and consequently energy use. However, we are not certain whether we will be able to meet the targets set in the proposal (-10% energy use).

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1. Introduction

This section provides details of how the results of the interim LTPN design, implementation and operation activities (part of WP4) and the interim monitoring and evaluation activities (part of WP5) contribute to TRAVEL PLAN PLUS progress. It is important to realise that the process focuses on the individual sites; it does not evaluate the project itself or the impact of LTPNs outside the scope of the project.

1.1 Overall description of the TRAVEL PLAN PLUS Project

TRAVEL PLAN PLUS stands for Travel Reduction Attainment Via Energy-efficient Localities PLANning. The project aims to establish travel plan networks at sites in the UK, Sweden, Hungary and Spain to deliver energy savings.

Problem: A travel plan is 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. Unlike the traditional approach to addressing transport problems of providing more capacity, travel plans can be quick, cheap, effective and popular. Yet they remain uncommon. This is because they rely on organisations to help solve a problem that is not usually a core concern.

The solution: To establish a local group or Local Travel Plan Network (LTPN) of organisations to share resources and ideas for developing and implementing a travel plan in their area.


1.2 Objectives of this project

The TRAVEL PLAN PLUS project aims to deliver transport-sector energy savings by creating a new approach to site-based mobility management across Europe. It includes the concept of 'Local Travel Plan Networks' (LTPNs) – which can offer economies of scale in terms of resource availability and political influence over traditional organisation-focused travel plans – being applied in the municipal areas of Cambridgeshire (UK), Stockholm (Sweden), Győr (Hungary) and Bages (Spain).

Implementation considers a range of existing conditions and transport issues, including problems associated with transport for/around industrial estates, educational premises, airports and development corridors.

The overall objective of TRAVEL PLAN PLUS is to promote energy efficiency through the use of LTPNs across the EU, and it will:

- develop a framework in order to aid and promote the implementation and dissemination of LTPNs in a systematic way;
- implement four LTPNs in representative locations across the EU;
- monitor and evaluate these LTPNs;

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- provide recommendations for developing an effective policy framework;
- encourage and support the widespread adoption of LTPNs across the EU.

The work undertaken will also provide important guidelines on the implementation process, which will be of use to policy makers and implementers.

1.3 TRAVEL PLAN PLUS Project Overview and Structure

The TRAVEL PLAN PLUS project is organised into eight work packages.

These are:

Work package 1 – Project Management

Work package 2 – State of the Art Review

Work package 3 – Planning for LTPN Implementation

Work package 4 – LTPN Implementation

Work package 5 – LTPN Monitoring and Evaluation

Work package 6 – Policy Framework and Implementation Guidelines

Work package 7 – Communication and Dissemination

Work package 8 – Common Dissemination Activities.

Work package 4 forms the core of the project and involves the actual implementation of the LTPN in the sites selected. It includes the appointment of a TP+ coordinator at each of the sites, overseeing and leading the development of the LTPNs and the implementation of at least 5 travel plan measures per site by the end of the project.


The function of work package 5 is to activate the systematic collection of the data needed, not only to derive the transport and energy impacts of the LTPNs, but also to provide information on the implementation process that will be of use to policy makers and other implementers. WP5 thus provides direct input for WP6.

1.4 Contents of this deliverable


This deliverable provides the combined results of deliverable 4.5 “LTPN Interim Implementation Report” and deliverable 5.2 “Interim Evaluation Report”.

For practical reasons TRAVEL PLAN PLUS partners decided to combine both documents into one. The main reason for this is that both documents are closely related and the outcomes support each other. Moreover, since background information needs to be provided in order to give the reader insight in the demonstrations, it prevents unnecessary repetition of information in separate documents.

This report consists of the following sections:

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- Section two contains background information on partner countries and a description of the four LTPN sites.
- Section three details the design, implementation and operation of the different LTPNs. This should be considered the main outcome of WP4.
- Section four describes the outcomes of the monitoring and evaluating process for each individual LTPN, as part of the WP5 activities.
- Section five details the lessons learnt and initial recommendations for policy and practice
- In section six the preliminary conclusions, based on implementation and evaluation are summarised.

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2. Context of the TRAVEL PLAN PLUS demonstration sites

2.1 Overview of the site context

This section provides the context for each of the LTPN implementation sites. Political, economic and social aspects of each nation and locality are considered as are the site specific characteristics, issues and motivations for a LTPN. This section outlines the reasons for site selection based upon: operational/organisational, financial, legal political; time and monitoring feasibility and provides a background understanding for implementation and evaluation.

2.2 Cambridgeshire, UK

2.2.1 National and local characteristics

The political climate in the UK and Cambridge at the start of the TRAVEL PLAN PLUS project and also the role of mobility management within this context is summarised in the table below.

Table 2-1 *Political and mobility management context for the UK and Cambridge*

NATIONAL			CITY		
Country	Policy Environment	Role of Mobility Management (MM)	City	Policy Environment	Role of Mobility Management (MM)

NATIONAL		CITY			
Country	Policy Environment	Role of Mobility Management (MM)	City	Policy Environment	Role of Mobility Management (MM)
UK	<ul style="list-style-type: none"> • Shifting from industrial to post-industrial economy, which is steadily growing • Level of regulation limited • The 'Anglo Saxon' model. • Political power strongly concentrated at the national level: • Country governed by Parliamentary Democracy • Legal system based on Common Law • No formal constitution 	<ul style="list-style-type: none"> • Government Policy since the 1998 White Paper 'A New Deal for Transport: Better for Everyone' • The UK thus sees itself as a leader in the MM field • However, travel plans remain the exception rather than the rule – LTPN offer a way to address this 	Cambridgeshire	<ul style="list-style-type: none"> • Rural county • 550,000 population • Based around the University City of Cambridge and 9 market towns • High tech industry, the University major drivers of economic development • Nationally designated as a growth area 	<ul style="list-style-type: none"> • Seen as crucial in preventing the area from reaching gridlock • Currently developing a strategy for tackling congestion including improvements to public transport, walking and cycling and a possible congestion charge • County seen as being a 'leader' in the UK context • LTPN being considered, based on experience

In the UK national decisions, such as the regulation where travel plans are supported by the planning system, influences policy application at regional level, though local problems and stakeholder priorities do have an influence. Given the national support for travel plans this makes it relatively easy to apply a LTPN in Cambridge, in fact a number of LTPNs exist already. Yet while the UK can be forward thinking in terms of policy measure this national approach can present challenges in applying more novel policy approaches at regional level.

Within the UK, Cambridge is a growth area, with a concentration of high skill jobs. This growth does have impacts upon the road and public transport network, which provides a challenge for policy makers and service providers. As a result there is a clear role for travel plans, in particular those which can have an area wide impact.

Since the project commenced the UK has entered recession, which has in turn reduced the need to travel for many. However, Cambridge has demonstrated some resilience to this, being less affected by job losses than other areas. The high skills base in and around the Cambridge area does have some bearing on this. Thus as the area continues to make a strong positive contribution to the national and local economy transport levels on local roads are not subsiding, whereas the strategic roads have experienced reduction in traffic levels. This presents two contrasting challenges, encouraging alternatives to the car when access routes are less congested; and making efficient use of the local roads to avoid the economic costs of congestion.

Nationally there is a strong car culture but Cambridge has been recognised for a culture of cycling which is particularly high across the student population but a high proportion of the commuter journeys are satisfied by bicycle. This is in part influenced by the urban design of the city, including infrastructure provision and also the demand for space.

2.2.2 Site characteristics

Within Cambridgeshire County Council / Travel for Work Partnership (CCC/TfW), UK an employment area located at the northern end of Milton Road, Cambridge was chosen as the LTPN area. The area has several large neighbouring employment sites consisting of many companies.

The LTPN site comprises the Cambridge Science Park, the Cambridge Business Park and the St John's Innovation Centre. These are purpose built parks of serviced offices. The land is owned by landlords, in two cases by colleges of the University of Cambridge (Trinity and St John's). The Business Park is owned by the UK Government (Crown Estate). All the parks are managed by property agents, however their roles are not consistent; e.g. some have an on-site presence others are managed from off-site offices. The LTPN site consists of many bio-technology and high technology companies. There are many 'start up' companies on the sites and the St John's Innovation Centre and the Innovation Building on the Science Park are specifically designed to be flexible accommodation to support companies in their early stages. There is also some pharmaceutical manufacturing that takes place in the area. In addition there is a large solicitors' office and a large regional (post-16) college of education. The local BBC studios moved into the LTPN area during 2009.

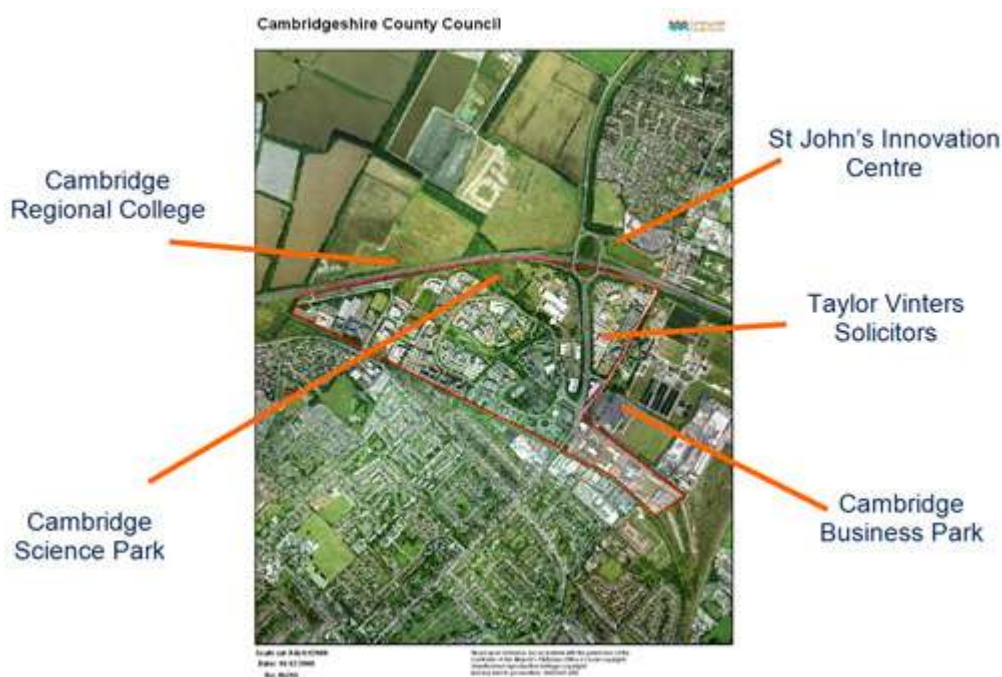



Figure 1-1 Aerial view of the Cambridge LTPN

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There is very good road access to the site. The main A14 road links the area to the towns of St Ives, Huntingdon and the city of Peterborough to the North; and to Newmarket and the county of Suffolk to the East. The local motorway (M11) and, via a short stretch of the A14, links the LTPN site to towns south of Cambridge City, to Stansted Airport and to London. The A10 trunk road directly links the site to the town of Ely and further north to the Norfolk county coast. These roads can be very congested especially at ‘rush hours’ and also suffer from many traffic collisions that cause significant delays.

More locally, within the LTPN area there has been much road junction development in recent years to improve vehicle access from the A14 e.g. both the Cambridge Science Park and the Cambridge Business Park now have traffic light controlled junctions allowing cars to filter into the parks and there is a new ‘slip road’ from the Milton Road on to the A14 west bound lane.

The TP+ area has access to CamShare.co.uk – the CCC/TfW provided online lift share and cycle journey matching software. However prior to the onsite work in the TP+ area this was not well known to employers

The TP+ area has (with some exceptions) little issue with car parking pressure. Most of the area was developed when allocations of parking spaces were much more generous than today. In some part of the site there is also no parking restriction on the local roads. This means that car drivers will sometimes use these roads to park as they are nearer building entrances than the site car parks. This is an obvious barrier for the success of achieving behaviour change – and means that ‘offers’ to change must take account of this plentiful parking.

The LTPN area is very well placed at the northern end of the Cambridge cycle route network. There are several on-road, shared pedestrian/cycle routes and quiet local road links from Cambridge City centre and suburbs. Linkages to the village of Milton to the north are also very well served by a recent cycle/pedestrian bridge across the A14. Access from other villages to the north of the A14 is possible, with some use of on-road or shared footpath cycle routes.

The table below demonstrates the modal split for commuter to the LTPN area. This is based on the 2009 data from TfW survey, which is completed each October and asks commuters to disclose their journey habits over a working week. In the TP+ area this provided 1,603 respondents, 21.37% of the workforce.

Despite previous travel planning work in sections of the TP+ site the commuting mode of choice is the motor car (58% of all trips).

Bus use at 3% is well below the average for the full Travel for Work survey (7%).

Cycling: With 37% of staff living within 8km of the site, there is potential to increase the cycling figure from 17%

Table 2-2 Modal split before LTPN in operation


Current modal split (main mode of transport)	2009
- Car (drive alone)	58%
- Car (car sharing)	10%
- Motorcycle	1%
- Bus (including staff bus)	3%
- Train	1%
- Cycling	17%
- Walking	4%
- Homeworking	2%
- Other workplace	3%
- Other	1%

Source: TfW Travel for Work Survey 2009

2.2.3 Issues

Challenges for the site are:

- The LTPN area is served by the major A14 trunk road, which is notoriously congested and often suffers from significant delays due to road crashes. The LTPN should do much to alter the perception that employer action can affect congestion.
- Speeding is a problem on the estate and this poses a threat to other road users and pedestrians
- The LTPN area is located just outside two Air Quality Management Areas (AQMA). However, traffic to and from the area will impact on both AQMAs. Therefore positive modal shifts should have a positive effect on air quality in these AQMAs.
- CCC/TfW is keen to highlight the added benefits of encouraging more active travel. Businesses in the area are predominantly 'young' companies. There is an active gym and fitness centre available to employees in the area.
- There has been the long delay in the opening of the Cambridgeshire Guided Busway, which will serve the LTPN site. This was due to open in November 2009. This has created much adverse publicity and is making promotion of any form of bus travel to the site difficult.
- Cambridge City railway station is approximately 3 miles (4.8km) from the LTPN area. The station has direct linkages to many of the region's larger towns. However, there is no direct bus link to the LTPN area. The current bus journey follows an indirect route via city centre bus station, making this a less attractive option to driving.

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2.2.4 Motivations / constraints for LTPN

The LTPN area has significant issues with congestion and there is considerable existing monitoring data for some of the area. TfW has previously provided travel planning support to some of these sites and some of the larger companies on the Business and Science Parks. However, despite attempts by Travel for Work in the past to create joint initiatives across the various employment sites in the past, engagement to date has been solely with individual sites/employers. There is significant potential to co-ordinate an LTPN at this site.

As a result of this positive assessment CCCTfW is working with the following employment sites to establish a Local Travel Plan Network (see aerial photograph above):

- *Cambridge Business Park*; 30 employers employing @ 800 employees
- *Cambridge Regional College*; 678 employees, and @4,500 students
- *Cambridge Science Park* over 100 employers employing @ 4,800 employees
- *St John's Innovation Centre* consisting of @ 60 employers with <850 employees
- *Taylor Vinters Solicitors*; 220 employees

The area offered potential to access additional funding for the project from “Section 106” funds. These are developer contributions to the County Council linked with a planning permission, which are to be used to help mitigate the effect of additional travel resulting from the development. The County Council agreed that TP+ can access funds from this source. This has allowed us to extend the scope and timescale of the project. We hope that it may be possible to replicate this funding mechanism in other areas in future.

Original plans included extending the Cambridge LTPN to include the adjacent new mixed residential development called Orchard Park. While this is not feasible within the timescale of the project, there are plans to include it in the future, if appropriate.

When evaluating the feasibility of the site the TRAVEL PLAN PLUS site in Cambridge, was demonstrated to have particularly strong political and financial support, operational, legal, time and monitoring feasibility were also high, there was a small question about the ability for the site to achieve the overall objectives during the project timescale, this assessment was based on the novelty associated with implementing an LTPN at this site.

2.3 Stockholm, Sweden

2.3.1 National and local characteristics

The political climate in Sweden and Stockholm at the start of the TRAVEL PLAN PLUS project and also the role of mobility management within this context is summarised in the table below.

Table 2-3 Political and mobility management context for Sweden and Stockholm

NATIONAL			CITY		
Country	Policy Environment	Role of Mobility Management (MM)	City	Policy Environment	Role of Mobility Management (MM)
Sweden	Slowly shifting from “third way”- policy making: <ul style="list-style-type: none"> •The fundamental laws take precedence over all other laws •Public sector is large but decreasing •Political power strong in local authorities •The welfare model is accompanied by a taxation system 	<ul style="list-style-type: none"> •Sustainable transport is crucial for the development of regions and labour markets •User oriented approach for development of the transport system •Goal for reduction of CO₂ by 2010 	Stockholm	<ul style="list-style-type: none"> •Biggest city in the country (1,918,000 population) •Large ports and industries generate traffic in the region (congestion) •Extensive amount of commuting to the city (people) on a daily basis 	<ul style="list-style-type: none"> •Important for maintaining airports regional status for workers/passengers/commercial interests •Congestion charges introduced in 2007 •Crucial for addressing transportation demands

Sweden has a tradition of high taxation to support public transport services and infrastructure to support walking and cycling. Since the 1990s Sweden has also had a strong commitment to mobility management, which the Swedish Road Authority oversees; implemented measure include a congestion charge to enter Stockholm. Other supporting fiscal policies include compulsory charges for workplace car parking but this counteracted by tax relief policy which reward commuting long distance as a car driver. Furthermore despite commitment to mobility management there has been limited previous use of the strategic application of travel plans, so the application of LTPNs is a novel concept.

Like the other countries the economic downturn and organisations, including those in the Stockholm area are focussing their attentions on profitability and are therefore most interested in the economic benefits promoted through travel plans. Within Sweden there is a tradition of using alternatives to the car, particularly when accessing Stockholm city centre.

2.3.2 Site characteristics

Sweden’s LTPN will be implemented at Cargo City a 9,000 sqm freight terminal within the boundaries of Stockholm-Arlanda airport. By 2012 two additional freight terminals will be realised at Cargo City, which will then have a total area of 150,000 sqm and thousands of staff. Cargo City is a manual labour intensive work place specialising in freight management. Most employees work shifts (a normal day is divided into three shifts including the night) and rarely use computers in their daily work activities. Business travel is also very uncommon.

Stockholm-Arlanda airport is state owned and on-site managed by the state enterprise LFV Group, and employs a total of 15,000 staff in 250 companies. It is located approximately 45km north of Stockholm in the Municipality of Sigtuna and in the County of Stockholm. The airport is situated directly to the east of the E4 motorway, the main route travelling to the north and south of Sweden.



Figure2-2 Aerial view of the Stockholm LTPN

The airport's road access is very good, as well as the provision of bus and train services (long-distance, high-speed and commuter services) to Arlanda, including bus services to Cargo City from the nearby towns of Märsta, Sigtuna and Norrtälje. The bus stop is located on Cargo Cityvägen outside the Cargo City security gate. Bus access to Uppsala and Stockholm is also possible. Cargo City is located 2km south west (approximately a 20 minute walk) away from the main terminals of the airport, where the train and bus stations with frequent services are situated.

There are recently upgraded cycle and pedestrian routes (partly segregated from traffic and partly shared with vehicles on the local roads) between Cargo City and Märsta/Sigtuna. These are being extended by the municipalities

Work trips to Cargo City are dominated by the use of private transportation; 64% of work travel is made by car, as detailed in the table below. The proximity to Arlanda airport and the multiple modes of transport available at the airport makes public transport a realistic option for most of the employees, 36% of work travel is made by some kind of public transportation.

Table 2-4 Modal split at Cargo City before the start of the LTPN

Current modal split (main mode of transport)	2010
Car (driver)	60%
Car (passenger)	4%
Motorcycle	1%
Bus (public transport)	25%
Bus (air coach)	2%
Arlanda express train	2%
Commuter train	7%
Cycling	0%
Walking	0%

2.3.3 Issues


The challenges for the site are:

- To reduce CO₂ in line with the cap to in turn allow a greater number of flights to operate from Arlanda airport
- To reduce the number solo car journeys to and from work especially given the limited public transport access to the site from both Arlanda airports and the local workforce
- Shift Work and Small Companies create challenges in communicating to the workers on the project.
- Infrastructural Changes are currently planned for Cargo City. This includes introducing more parking, which makes promoting public transport more difficult. Plans may provide greater opportunities to park near to work while making bus stop access more challenging.
- The cold weather and long hours of darkness during winter poses a seasonal challenge to promoting cycling and use of public transport

2.3.4 Motivations / constraints for LTPN

This site was chosen as the LTPN area by the involved stakeholders primarily due to the airport's environmental permit regarding the 'emission cap' for CO₂ emissions. This is a maximum value set by the Environmental Court, equivalent to the amount of CO₂-emissions generated by Arlanda in the year of 1990 (345,000 ton). The 'emission cap' includes not only CO₂ emissions for the airport specific operations and airborne travel but also to passenger and staff journeys to and from Arlanda.

The growth in size of the Cargo facility and the accompanying increase in staff from 653 to in thousands in the future. This planned development should create incentives for an

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active Travel Plan in order to avoid future investments in new parking space and reduce congestion to and from the site.

A note of caution is that Sweden does not have a tradition of producing Travel Plans for either proposed developments or existing buildings as e.g. the UK. It is still a new concept and the knowledge is therefore rather limited, especially amongst people outside the planning industry. This is the first LTPN area of this kind to be implemented in Sweden and this need to communicate the concept introduces an extra challenge.

As a result of the cap the political feasibility of the Stockholm LTPN was judged to be particularly high, and given the shared objectives, to reduce CO₂ to satisfy national and local objectives and to reduce energy to meet project objectives, the LTPN site scored highly on this aspect also. There was also confidence that the site would be feasible in terms of operation / organisation; legal; time and monitoring. There was however reservations about the financial feasibility, this stemmed from an uncertainty about the cost of measures and who would be responsible for the associated investment.

2.4 Győr, Hungary

2.4.1 National and local characteristics

The political climate in Hungary and Győr at the start of the TRAVEL PLAN PLUS project and also the role of mobility management within this context is summarised in the table below.

Hungary has a tradition of investing in public transport to provide alternatives to car, in particular for local, urban and inter-urban travel. Support for this is continuing, for example, a national partnership between municipalities and public transport companies aim to deliver integrated ticketing and real time information to support buses use. However the move to a market economy is fuelling the desire to expand the road networks and rationalise public transport provision to ensure efficiency gains in accordance with demand, which is having an influence on consumers.

Whilst travel plans and other mobility management approaches are not common in Hungary there is continued recognition that infrastructure should support modal choice. This is reinforced by 'softer measures' including high participation in international campaigns to support mobility management and a visible in European projects of this nature. The devolved system has seen Győr focus heavily on promoting cycling and providing infrastructure to support this long term and TRAVEL PLAN PLUS benefits from this.

Again the recession is influencing the economic situation in Hungary, the steady economic growth experienced in Győr has been affected by the recession, which is in turn having an impact upon employment, residential development and therefore travel needs. Given the supporting infrastructure there is a culture of using alternatives to the car, such as public transport and cycling, however there is also the desire to travel by car.

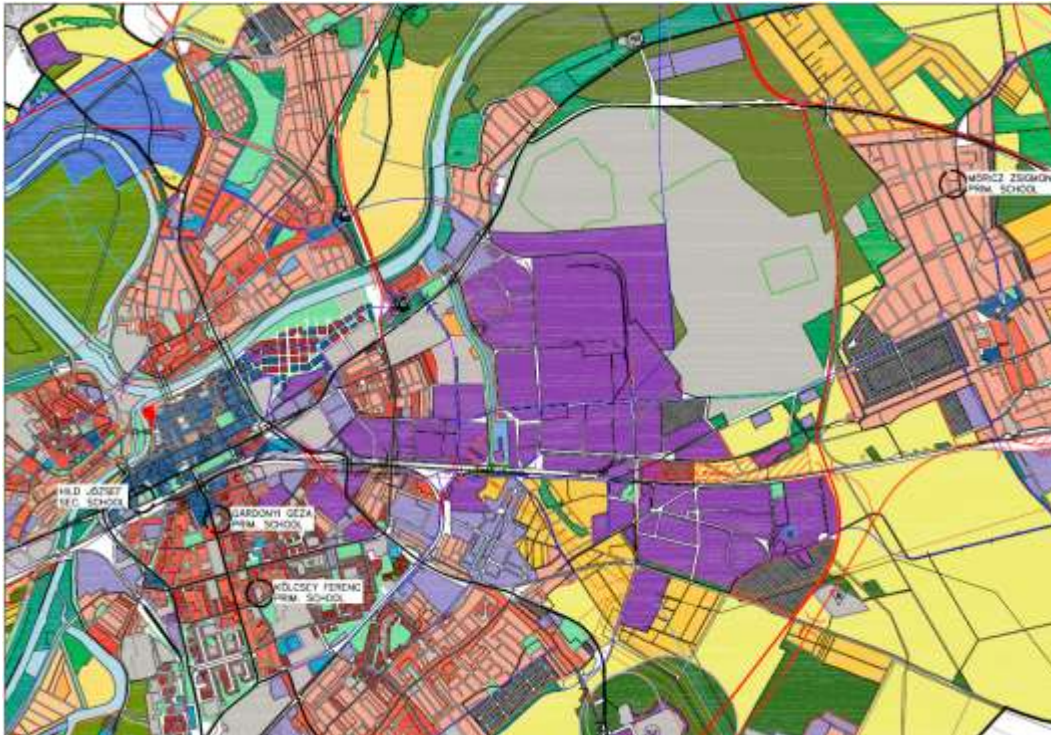
Table 2-5 Political and mobility management context for Hungary and Györ

NATIONAL			CITY		
Country	Policy Environment	Role of Mobility Management (MM)	City	Policy Environment	Role of Mobility Management (MM)
Hungary	<ul style="list-style-type: none"> • Transition to market economy largely complete. • Political power: National level, with 19 counties and 3,167 local municipalities • 20 cities (including Budapest) with both county and municipality status • Considerable autonomy, devolved further from county to municipal level: • Parliamentary Democracy, with Civil Code Legal system and Formal Constitution. 	<ul style="list-style-type: none"> • Recognised social need and expectations to reduce traffic, increase safety & enhance environment to improve quality of life • Extensive regional / local public transportation system; bicycle infrastructure being developed, especially in urban areas. • Currently no travel plans, although more than 100 localities participate in Mobility Week every year. • Since 2003, national transport policy is “to implement economically effective, modern, safe and environmentally friendly transportation, meeting needs of society” by increasing transport system effectiveness. 	Györ	<ul style="list-style-type: none"> • Centre of the county/region • Former industrial city gained new mixed functions as commercial, educational, industrial city • 130,000 inhabitants • Centralised city structure • Steadily growing economy • Modal split: approx. 40% car, 40% bus, 20% pedestrian and cyclist • Huge increase in residential development 	<ul style="list-style-type: none"> • Area of the parking policy management in the city centre being extended • Expansion of the pedestrian zone being considered • Missing links of the bypass are under construction or planning

2.4.2 Site characteristics

Within the Municipality of Györ, a slightly different approach has been adopted, the focus is sector based rather than area based. A central and suburban educational area – with 4 educational Institutions has been identified as the LTPN area. Four educational institutions have been selected as sites of the LTPN which consists three primary schools (Kölcsey Ferenc Primary School, Móricz Zsigmond Primary School, Gárdonyi Géza Primary School) and one secondary school (Hild József secondary school). Of these schools Móricz Zsigmond Primary School is in the suburbs, the remainder are in the centre. These will act as anchor schools for other educational institutes. Each of the 3 educational Institutions in the City Centre are located next to main roads with high traffic, which cause difficult travel situations for the sites.

The institutions are owned and overseen by the municipality and led by school directors. The majority of financial support (90%) for the educational institutions is from the municipality’s budget. The municipality’s obligation is to ensure the elementary and secondary education in the city of Györ.



Master Plan of the City of Győr

Residential area (center)

Residential area (outskirt)

Industrial area

Rural area

Road < 5000 car / day

Road > 5000 car / day

Figure 2-3 Map of the Győr LTPN

4 Educational Institutions with 2008 students and 8 school leaders are part of the LTPN.

Municipality with 392 employees, 3 employees are involved to the LTPN.


4 local authorities, 1 person per authority involved to the LTPN.

2 people from the local universities are involved to the LTPN.

1 person involved from the local public transport company.

3 people are actively involved from civil organisations

There is very good road access to all sites. and each school can be accessed via main roads supporting car access from the city centre and surrounding suburbs. Additionally, the central schools are situated between residential and industrial areas encouraging parents to drop off children on the route to work. Though students can live closer the average distance between school and home is over 4 kilometres. Furthermore in the last two years there has been much road reconstruction in the area, but unfortunately not so much bicycle or pedestrian road reconstruction.

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All the schools in the city centre are close to intermodal interchange. The train station and the main bus station (with the buses that goes rural areas and the suburbs) are within approximately 5-10 minutes walking distance from the schools, though busy roads can cause challenges to students wanting to access the interchange.

The area is currently well served by buses, all schools are easy to access by bus and several bus stops are available within 300 metres of each school.. However the number of bus kilometres travelled has been cut significantly during the last year, this is benefiting the municipal budget but not measures to encourage use of public transport. At present there are 48 bus lines that connect the different parts of the city. The bus service supply all the city areas, however the timetables and the level of services should be improved and made trendier for passengers.

The railway station is in the intermodal interchange next to the main bus station. The station has direct linkages to many of the region's larger towns and villages. Even though it would be very easy to access the city centre on railway from the suburb or the countryside, because of the existing railways, train is very unlikely use in daily transport because of the unresponsiveness of lines. There is a huge national program that focus on the improvement of railway services, but not effective enough yet. The old industrial railways of the town could be used in daily transport, but the municipality doesn't have enough money to reconstruct the old lines and ensure service. There is one project in place to integrate bus and cycle use, the introduction of new bike parking stands at the train station, though more could be done to support individuals wanting to use the train.

Walking and cycling is an option for many children attending the schools, the LTPN area is part of the Győr cycle route network and there are several on-road, shared pedestrian/cycle routes and quiet local road links from Győr City centre and from the suburbs to the schools.

The mobility behaviour of students and their parents has been detected through a questionnaire. More than 1,000 students and parents have been asked about their mobility behaviour, wishes and needs and their CO₂ emission have been calculated as well.


Table 2-6 *Modal split at Gyor Educational Institutions before the start of the LTPN*

Current modal split (main mode of transport):	2009
Car (passenger)	35%
Bus	26%
Cycling	10%
Walking	25%

2.4.3 Issues

The main challenges for the site are:

- Győr and the major roads feeding it suffer from significant congestion.

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- Parking is a problem for several parents around the schools. On-road parking is currently permitted in parts of the LTPN area. The initial phases of the implementation process will review the parking situation.
- The air quality (pollution) is around the ‘acceptable’ limit in the City Centre, this implies that the concentration of polluting particles is pretty high. A change in modal shift should achieve a positive effect on air quality.
- Sport activities and facilities (Health and fitness) are available for students in the schools, however children have to learn to live healthy outside school hours as well. This means encouraging more active travel like walking or biking to school on daily basis.
- Children are not restricted to the nearest school so parental school choice can lead to longer journeys

2.4.4 Motivations / constraints for LTPN

The municipality of Győr has never prepared a travel plan before; the educational site has been selected because the municipality has power to achieve the goals of the project, to change negative travel behaviour and save energy through travel; choices. The reason, why the four initial schools have been chosen is, that all schools are interested in environmental friendly education and operation, and these will provide a positive example for other schools in Győr.

Furthermore the four schools would like to benefit from influencing travel choices to improve child health, reduce school gate congestion to improve safety and improve the local environment as part of a wider initiative to consider sustainable lifestyles. Challenges are altering the parent’s behaviour and perceptions as well as the child’s, particularly where school choice can result in a long journey to/from school.


When assessing the feasibility of the site there was confidence that the project could deliver during the given time period, completing monitoring and achieving objectives. However given the novelty of the travel plan concept there were some initial reservations about operation/organisational, financial, legal and political feasibility:

2.5 Bages, Spain

2.5.1 National and local characteristics

The political climate in Spain and Bages at the start of the TRAVEL PLAN PLUS project and also the role of mobility management within this context is summarised in the table below.

In Spain there exist policies to reduce CO₂ emissions at a national level which in turn provides an incentive to consider travel choice. Within Spain, there are 17 regions, of these Catalonia has a high degree of autonomy; with respect to mobility management they are the pioneers in applying the Mobility Law. It is this law which underpins the

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integration of fares across the region, the forward planning for transport provision to improve access and also the introduction of travel plans for major traffic generators, including business parks and industrial estates. The approach is applied region-wide with concentration in urban centres, though this is extending the peripheries given the need to promote access. Measures to improve access do encompass all modes including road infrastructure and improved safety also receives much attention. The language used within the Catalan approach to mobility management, when translated can conflict with that used in for example the USA, so care needs to be taken in communication and dissemination.

The mobility law is having an influence on the transport provision and support available for organisations in the Bages region, through ticket availability, road access and increasing public transport provision. There is a commitment to reduce the transport impact of industrial sites but while travel plans have been applied in the area they are not yet commonly known about or understood.

Spain has also felt the effect of the recession and arguably Bages, given that the industrial focus on metalwork largely to supply the car industry, is a region which has been affected most by the economic downturn, than the other regions in the TRAVEL PLAN PLUS project. In recession there is declining demand for automobiles with considerable effect upon the supply chain. This impact has led to significant job losses and reduction in hours worked. This has reduced the need to travel and the transport impact and introduced a challenge in engaging organisations. In Spain, owning and driving a car is identified as status symbol and ownership and use is growing. Furthermore the recession is limiting the funding available for municipalities to invest in alternative modes, the Plan of Public Transport Services in Bages, approved by the Catalan government in 2007 to extend bus service provision through new routes, improved frequencies and more bus stops has been severely curtailed at this point in time.

Table 2-7 Political and mobility management context for Spain and Bages

NATIONAL		CITY			
Country	Policy Environment	Role of Mobility Management (MM)	City	Policy Environment	Role of Mobility Management (MM)

NATIONAL		CITY			
Country	Policy Environment	Role of Mobility Management (MM)	City	Policy Environment	Role of Mobility Management (MM)
Spain	<p>Strong social policies:</p> <ul style="list-style-type: none"> • High intervention of State in social policies • Support policies for low-income families and immigration integration (percentage of immigrants has been multiplied by 3 during last 5 years) <p>Decentralisation of Political power:</p> <ul style="list-style-type: none"> • Spain is divided in 17 autonomous regions, some of them (Catalonia, Basque country,...) with high degree of competencies • Catalonia has developed its own mobility law <p>Environment policy:</p> <ul style="list-style-type: none"> • E4 Strategy defined at national level to reduce CO₂ emissions • Regional environmental plans 	<ul style="list-style-type: none"> • E4 Strategy regarding transport sector provides support for workplace travel plans in companies with more than 200 employees • Infrastructures & Transport Plan (PEIT) 2005-2020 focusing integration and intermodality • In Catalonia Mobility Law establish mandatory Sustainable Urban Mobility Plans in cities with more than 50,000 inhabitants. Evaluation of Generated Mobility Decree obliges developers to undertake mobility studies for all new urban developments 	Bages County	<ul style="list-style-type: none"> • Surface: 1,290 km² • Population: 173,000 inhabitants (2005) with 55% concentrated in the metropolitan area of its capital, Manresa • County with a significant industrial tradition (textiles and mining) now shifting to a growing metal sector (mainly linked to car manufacturer industry) and tertiary sector (currently over 50% of total economic activity) 	<ul style="list-style-type: none"> • Commitment to solving mobility problems in industrial sites (on-going study of mobility diagnosis of industrial sites of the county) • Initiatives to improve railroad connections with Barcelona (strategic study completed in 2006) and to create new ring-railroads to the metropolitan area of Barcelona • Improvement of road connections on the North-South axis • However, still a need for more energy efficient and effective mobility management

2.5.2 Site characteristics

The Santa Anna industrial area, in the central part of Catalonia has been identified as the Spanish LTPN area. This has approximately 6,000 employees and around 300 companies (2009). The selected site consists of a number of industrial estates situated within the limits of the municipalities of Santpedor and Sant Fruitos. The Santa Anna industrial area includes the industrial estates of Riu d'Or, Santa Anna I, Santa Anna II and Santa Anna III in the municipality of Santpedor and of Pla de Sanata Anna, La Serreta, Carretera de Berga and Sant Isidre in the municipality Sant Fruitos del Bages.

The average number of employees per company is 34; there are in total ten companies with more than 100 employees in the area. *Denso* (automotive; 715 employees) has the largest number of employees. Manufacturing industry is the most important economic activity at the area, with a significant number of companies related to car manufacturing sector.

The distance from Santa Anna to Manresa (the Bages county capital) is approximately 10 km and to Barcelona 65 km.

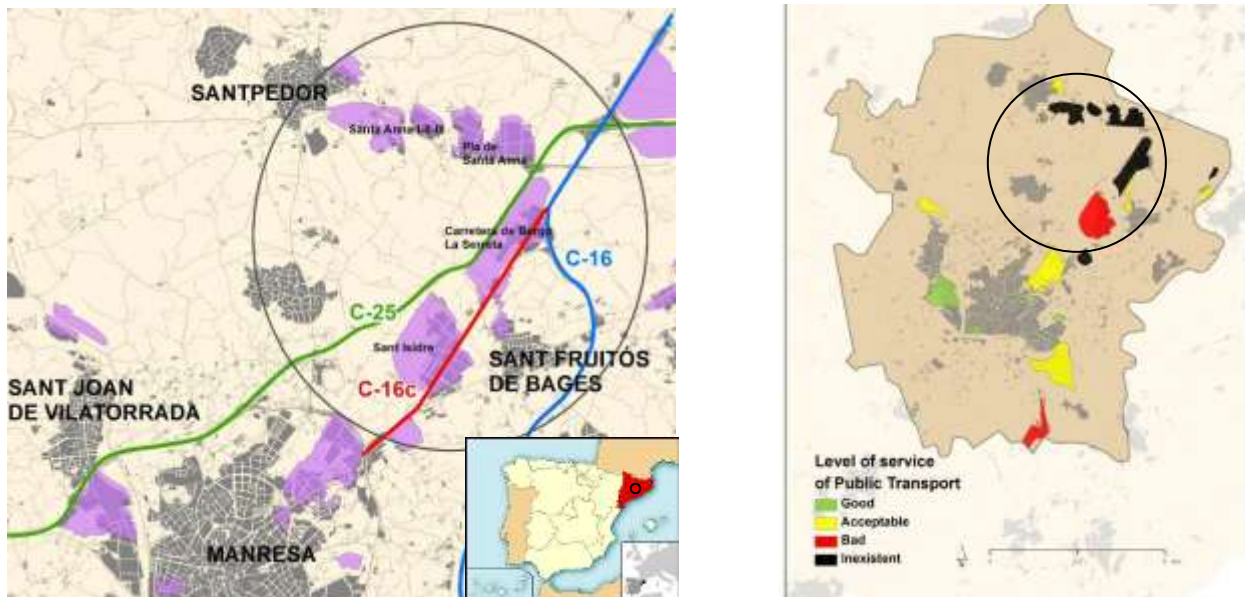


Figure 2-4 Maps of Bages LTPN

The Santa Anna industrial area is difficult to access by any mode of transport other than private vehicle.

Road Links: The industrial area is close to one of the most important road crossing points in Central Catalonia: the C25 highway connecting East-West Catalan counties and the C16 highway connecting North-South counties. These connections offer quick and good accessibility by private vehicle. However the dependency on private vehicles causes slight congestion problems at peak hours and resulting parking management issues.

Bus Transport: There are limited public transport services nearby (at least not appropriate for satisfying current work travel demand), Santa Anna is practically inaccessible by public transport. As mentioned above, plans to improve service provision cannot be supported financially at present. To date just limited improvements have been implemented: no new bus routes have been created, just 3 of the new foreseen 15 bus stops have been installed on existing routes and frequencies have experienced a few increases. This situation is unlikely to change during the project timescale.

There are a number of company bus services in operation, offering services to the employees at Santa Anna. The services are however reported to have rather low numbers of users, although no official data is available. In particular, one of the measures foreseen to be implemented by the LTPN is to analyse possibilities to share bus trips among employees of companies with this type of transport service.

At present there is no rail link to the LTPN areas but by 2015 it is foreseen to have in operation a project of reconversion of an existing mining train for passenger's transportation.

Pedestrians and Cyclists The accessibility for pedestrians and cyclists is unsatisfactory. However, while some of the industrial states are far from the residential areas, others are at suitable distances for walking and cycling trips (1-2 km) from urban settlements of Sant Fruitos and Santpedor. With better infrastructure, many work trips could and would be made by non-motorised modes of transport. It has to be mentioned some initiatives of Sant Fruitós municipality, as the construction of a pedestrian bridge in 2009 in order to connect a residential area to one of the industrial sites (Casanova industrial site). Another project of this municipality is to connect the urban centre to other industrial sites but they are still looking for resources to finance this investment.

Data from industrial estate mobility survey for Bages from 2007 includes in the following table indicate that approximately 98% of the employees at Santa Anna use private vehicles for their work trips. The important share of employees that travel as private vehicle passengers (21%), indicate the existence of an important number of informal (self-organised) car-pooling initiatives and thus the need and possibility to develop these further besides other flexible transport initiatives (vanpooling, taxi sharing, etc.) as no new public transport services are planned in this area.


Table 2-8 Modal split at Santa Anna Industrial Estate before the start of the LTPN

Current modal split (main mode of transport):	2007
Car (driver)	74%
Car (passenger)	21%
Motorcycle	3%
Company bus	1%
Walking	0,5%
Public Transport	0,5%
	100%

2.5.3 Issues

The main challenges of the site are:

- The low accessibility of all modes of transport except the private vehicle which has lead to parking related issues, especially in unregulated areas of the LTPN area
- A lack of short-term investments planned to improve local public transport infrastructure.
- A discriminatory transport system which limits access to the site for non car drivers
- And as a result problems with traffic safety

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2.5.4 Motivations / constraints for LTPN

The principal reasons to choose Santa Anna as a proposed implementation site of the is the poor prevailing mobility conditions, meaning the need for improvements is significant, regarding all transport modes.

Furthermore the area has a sufficient number of employees to warrant and benefit from the proposed measures. With this in mind the initial approach will focus on companies with 50+ employees, meaning that less “footwork” is required and that the project administration will be less of a burden.

The frequent existence of informal car-sharing initiatives among the employees in the area provides a platform to build upon and organisation have demonstrated an existing interest in, and understanding of, mobility management solutions

This is support by high political interest at county and municipal level; Municipal responsible were contacted during the project partners meeting in Bages and they express the interest on collaborate in TP+ project activities.


The main challenge is the low accessibility of all modes of transport except the private vehicle. Short-term investments are planned in improving local public transport infrastructure, through the mentioned Plan of Public Transport Services in Bages. But, with the current shortage in public financing, means that these investments will not be implemented before the project completion. This means that the current transport model is inefficient, discriminatory and leads to high-energy consumption and emissions. It also leads to problems with parking, traffic safety and high travel expenses.

In assessing the feasibility there was confidence across all aspects, in particular the operational and organisational aspects, given existing relationships between organisations and the need to improve accessibility, as result there was also confidence in meeting policy objectives.

2.6 Summary of context

Implementation partners represent a range of different European countries each with different approaches; the differing political, economic and socio-cultural each influence the role of mobility management and the knowledge, acceptability and support system available for travel plan implementation. Of the countries the UK are most familiar with travel plans, to the extent that they are ingrained in planning regulation, similar developments have occurs more recently in Catalonia, Spain through the implementation of a mobility law though terminology used is different. In Sweden and Hungary this is not the case, and while Sweden has a history of mobility management and Hungary a tradition of investment in alternatives to the car introducing a travel plan is challenging.

Each site has identified a LTPN in the UK a science part, Sweden airport freight operation, Hungary educational institutes and Spain and Industrial estate, the current situation and motivation for change are detailed her. Despite the range of organisations

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implementing a LTPN each share common issues and are motivated by the need to reduce congestion and environmental impact and improve access

The sites selected by TRAVEL PLAN PLUS allow for sector and country-based assessment for the implementation of LTPNs through policy transfer, this will be presented in the final reports and through WP6 deliverables. The following sections discuss the interim findings according to site experience.

3. LTPN design, implementation and operation

3.1 Overview of LTPN design, implementation and operation

The State of the Art Review highlighted five types of LTPN. The next figure provides an overview of the different types of LTPNs (as detailed in D2.1a) and their relations with the demonstration sites.

Figure 3-1 The TRAVEL PLAN PLUS sites and types of LTPNs

	Cambridge	Stockholm	Gy or	Bages
1. Neighbourhood Transport Forum				
2. Area Travel Plan	✓	✓	✓	✓
3. Business Improvement District				
4. Transportation Management Association				
5. Local Transportation District				

- Neighbourhood Transport Forums** are the simplest form of LTPN, consisting of informal gatherings of organisations and usually acting primarily as a venue for information exchange, which can sometimes lead to measures such as car sharing schemes being adopted.
- Area Travel Plans (ATPs)** are local networks that typically form in Development Zone-type environments. ATPs tend to operate as travel plans do at large single organisation sites such as large hospitals, universities and large company campuses – the main difference being that several organisations are involved instead of only one.
- Business Improvement Districts (BIDs)** are self-assessment districts formed by property or business owners. BIDs enjoy significant participation from their members and are formed for many reasons of which transport is sometimes one.
- Transportation Management Associations (TMAs)** are generally private, not for profit corporations formed so that employers, developers and/or retailers can collectively address transport-related problems.
- Local Transportation Districts (LTDs)** are probably the most complex type of LTPN to set up and the most resource intensive. This is because they are effectively a Government body, unlike the other network types described above. However, they can also potentially be the most effective in delivering transport goals due to the greater range of instruments available.

This section identifies the site specific objectives and targets; outlines LTPN characteristics and details implementation progress according to planning and implementation of measures, communication, organisation and events.

3.2 Cambridgeshire, UK


3.2.1 Site specific objectives and targets

The objectives and targets of the LTPN site are mentioned in the next table.

Table 3-1 LTPN objectives and targets in Cambridgeshire

Ref.	Objective	Targets
O1	To reduce CO ₂ associated with travel to and from the CCC/TfW TRAVEL PLAN PLUS LTPN site	Reduce single occupancy car commuting to CCC/TfW LTPN site by 6%*
O2	To reduce congestion around the CCC/TfW TRAVEL PLAN PLUS LTPN site	Reduce CO ₂ emissions associated with commuting to and CCC/TfW LTPN site by 15%
O3	Increase organisational efficiency	<p>Increase number of employers with travel plan initiatives affecting business travel (on baseline figures to be collected during implementation phase) by 25%</p> <p>Reduce organisational transport costs in a cohort of LTPN employers with travel plan initiatives affecting business travel by 10%</p>
O4	Increase sustainable/green image of the LTPN area	<p>Reduce single occupancy car commuting to CCC/TfW LTPN site by 6%*</p> <p>Reduce CO₂ emissions associated with commuting to and CCC/TfW LTPN site by 15%</p>

Following LTPN steering group input The target to reduce single occupancy vehicles has been adjusted to take account of what the TP+ team now feel is realistic. We base our decision on the evidence of the impact of a previous project on the Science Park which showed a significant 9% reduction in drive alone commuting over the 18 month project period. The more recent figures show that since the project closed this improvement has been reduced by 3% points. A target of -6% for TP+ therefore seems reasonable.

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The energy, CO₂ reduction and organisational involvement targets are based on Strategic Objectives and indicators as set in Annex 1 – Description of Action of the TRAVEL PLAN PLUS bid to Intelligent Energy Europe. CCC/TfW feel that these are very challenging targets and are unlikely to be achieved in the timescale of this project.

3.2.2 LTPN characteristics

LTPN Design

The CCC/TfW LTPN is being run as an Area Travel Plan but with elements of Neighbourhood Transport Forum. For more information on the types of LTPNs we refer to D2.1. The elements that are relevant for the Cambridgeshire site are:

- No financial input from onsite businesses (other than 'in kind' provision of meeting rooms by Steering Group members)
- All funding initially coming from EU, matched funding from the Highways Agency plus additional funding from Section 106 (Planning related) funds East Of England Development Agency and Cambridge horizons.
- Coordinator and Administrator are employed by the County Council

The intention will be to move the LTPN towards a Transport Management Association model during the project to ensure succession of the LTPN beyond the life of TRAVEL PLAN PLUS and very early discussions have been undertaken with the Steering Group on this subject

Roles and responsibilities of LTPN stakeholders

The following stakeholders are involved in the Cambridgeshire demonstration:

Table 3-2 Stakeholders involved in the Cambridgeshire LTPN

Stakeholder name	Type	Linkage to other stakeholders	Roles, Responsibilities and level of engagement
Local Governance			
Cambridgeshire County Council	Local Authority	Contractually responsible to LBORO for CCC/TfW site	Providing local governance via local 'Project Board'. Providing funding via planning funds (Section 106 funds)
Travel for Work Partnership	Local delivery partnership (workplace travel plans)	Had pre-existing relationships with most stakeholders/employers. Now delivering TP+ project Employs two project officers	Delivery and management of project on site TP+ project partner

TP+ Matched and Additional Funders			
Cambridgeshire Horizons	Local delivery partnership (new housing and other developments)	Strong links to County Council. Has keen interest in promotion of sustainable development	Additional funding. Attending some project board meetings. Will be more involved, potentially in policy development later in project.
East of England Development Agency	Government Agency promoting sustainable economic growth in East of England. Has key targets to reduce congestion and CO ₂ from transport		Additional funding. Attending some project board meetings. Will be more involved, potentially in policy development later in project.
UK Highways Agency (HA)	Government Agency responsible for operating, maintaining and improving the strategic road network	Has been involved in previous project for an area travel plan on one of the sites in the CCC/TfW LTPN	The HA has provided match funding and has attended several meetings and has been most helpful and supportive during implementation phase. The HA may be able to assist with monitoring work
TP+ (on site) Steering Group			
Bidwells, Property Agents	Commercial Property Agents	Bidwells manage the Cambridge Science Park	Bidwells have provided 'rent free' accommodation on the Cambridge Science Park. The Bidwells rep has taken active part in the TP+ Steering Group
King Sturge, Property Agents	Commercial Property Agents	KS manage the Cambridge Business Park and Building 101 on the Cambridge Science Park	To date the manager of the Business Park has not been able to attend TP+ Steering Group meetings. The TP+ coordinator has met with the manager and we are hopeful of attendance at future SGs.
St John's Innovation Centre (SJIC) Management	Site managers	Manages buildings with many very small businesses and one or two larger ones	SJIC have become enthusiastic members of TP+ Steering Group. SJIC provided a venue for one of our employer workshops and are undertaking a Lift share Road show

Cambridge Regional College (CRC)	Post-16 year College	On TfW network for some years.	Manager has attended all but one Steering Group meeting. CRC manages a complex bus service that brings students to CRC. This may be useful experience for our LTPN
Taylor Vinters Solicitors	Solicitors	Employer member of TfW. Company is a separate stakeholder due to being on a stand alone site outside the various business/science parks	Taylor Vinters have become enthusiastic members of TP+ Steering Group (SG). The company provided a room for one SG meeting. Company is moving forward with its own travel plan -and received a Certificate of Commitment at the 2010 TfW Travel Plan Awards
TRAVEL PLAN PLUS TP Coordinator	Manager on site LTPN	Cambridgeshire County Council – managed by Travel for Work Partnership	Responsible for onsite development and delivery of LTPN
TRAVEL PLAN PLUS Project Manager	Manages the TP+ CCC/TfW project	Travel for Work Partnership	Responsible for overall project delivery May not attend all meetings
Company reps (2)	Cambridge Science Park employer	To represent employers on the park	Company reps have regularly attended Steering Group meetings. Responsible for contributing to development of LTPN, and management of the implementation of the LTPN. Working on their own organisations to ensure LTPN measures are successful.
Company Rep (1)	Cambridge Business Park employer	To represent employers on the park	
Company Rep (1)	St John's Innovation Centre employer	To represent employers on the park	
Public Transport Companies			
First Capital Connect	Train companies	To assist in modal shift to train travel	Providing travel incentives. via TfW Train Ticket Discounts Both companies have attended both commuter and employer meetings to promote train travel.
National Express			
Stagecoach	Bus Company	To assist in modal shift to bus travel	Have engaged with TP+ in developing a bus promotion strategy. Have offered FREE day tickets for bus travel

LTPN Structure

The LTPN in Cambridge is influenced at a strategic by the project board, consisting match and additional funders and county council representatives. Activity at the site is influenced by the Area Steering Group and the Travel for Work (TFW) Manager inline with the requirement of the project board. It is the LTPN employers and their employees which then benefit from this structure.

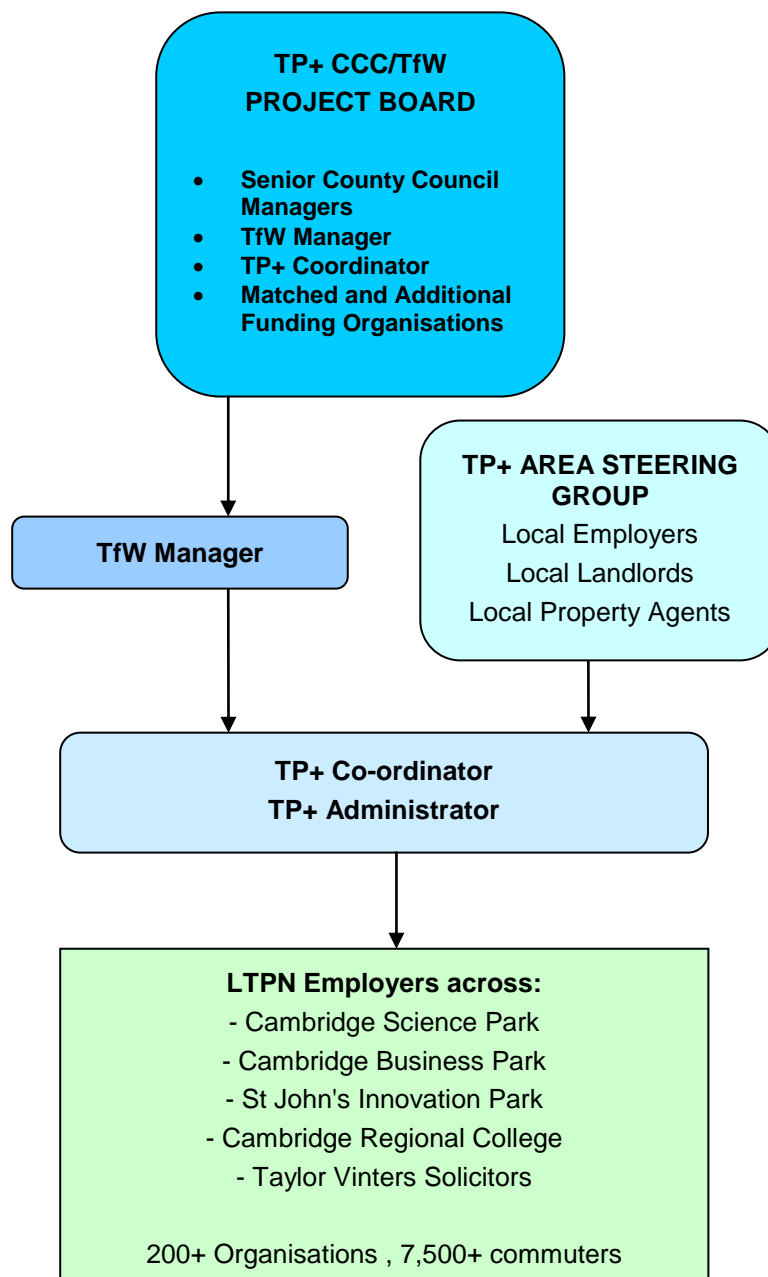



Figure 3-2 LTPN structure Cambridge

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Available resources

A well as the TRAVEL PLAN PLUS EU funding we have secured additional funding for the project as follows:

- UK Highways Agency: £26,600 (match funders)
- East of England Development Agency: £7,500
- Cambridgeshire Horizons (local public body charged with over-seeing the significant development plans for Cambridgeshire): £5,000

In addition we have approached the County Council's 'Section 106 group' for additional funding for the project.² The S106 group was enthusiastic about the potential for TRAVEL PLAN PLUS, and agreed our request for use of S106 funds. The group has agreed to provide additional revenue funding to this project as follows:

- Approx £100,000 to assist in appointing a travel plan co-ordinator and admin assistant for 24 months
- A contingency amount for third year salaries - to be called on if it has not been possible to secure the future of the network by the end of the project.

Actions and Measures planned and adopted


Table 3-3 LTPN measures in Cambridgeshire

OBJECTIVES 1 AND 2:		
- To reduce single occupancy car commuting to CCC/TfW LTPN site		
- To reduce CO ₂ emissions associated with commuting to and CCC/TfW LTPN site		
The measures detailed below focus mainly on stimulating alternatives for the private car. The use of public transport / cycling and a reduction in single car occupancy not only help to reduce congestions, it also reduces CO ₂ emissions. Hence, the measures connected to both objectives are combined underneath.		
	Planned Measures	Action to March 2010
1 :	<p>Promote car sharing</p> <ul style="list-style-type: none"> • Set up Prize Draws to encourage use of www.camshare.co.uk (using existing successful TfW prize draw model we will set up TP+ area specific prize draws) • organise events, such as Lift share breakfasts for National Lift share day and other appropriate times • Write 'good news' Lift share stories for newsletters, press, etc. 	<ul style="list-style-type: none"> • CamShare Prize Draw being promoted at TP+ site (Mar 10) • Events: <ul style="list-style-type: none"> ○ Commuter Showcase (Nov 09) ○ Employer Travel Plan Safari (Feb 10) ○ TP+ team running CamShare roadshows at four employer sites (Mar 10) ○ CamShare promoted in all travel survey employer feedback forms ▪ CamShare Prize Draw promoted in Feb 10 TP+ newsletter

2 :	<p>Promote cycling e.g.:</p> <ul style="list-style-type: none"> • Set up Bicycle User Group (BUG) • Organise Adult Cycle Training • Organise on site cycle maintenance classes • Promote cycle journey planner • Promote Travel for Work cycle shop discounts <p>Ensure Cambridge Cycle maps are freely available</p>	<ul style="list-style-type: none"> • Adult Cycle Training, Cycle Shop Discounts & Cycle Journey planner promoted at <ul style="list-style-type: none"> ○ Commuter Showcase (Nov 09) ○ Employer Travel Plan Safari (Feb 10) ○ CamShare promoted in all travel survey employer feedback forms (Mar 10) • TfW has negotiated financial support (via Cycle Cambridge) for setting up cycle promotions. these have been promoted to employers. to date we are not aware of any applications • TP+ team has purchased two electric powered cycles to be used as pool bikes and for potential commuters to borrow. TP+ received funding for this novel approach and will launch during Bike Week 2010 • The first BUG meeting was held on 21st April, 26 cyclists attended • Commuter Centre has plentiful supply of cycle maps. These are being distributed to employers engaging with TP+. • The TP+ team has arranged funding (via Cycle Cambridge) for building work on an access gate to improve cycle access to the Science Park
3 :	<p>Promote bus use e.g.</p> <ul style="list-style-type: none"> • Consider feasibility of setting up bus shuttle from train station (see measure 4.) • Ensure timetables are freely available <p>Consider setting up a Bus User forum</p>	<ul style="list-style-type: none"> • TP+ team has met with local bus company and is now developing bus promotion strategy with use of FREE day tickets provided the company. TP+ will match this offer so new bus users will get two free days • A TP+ specific bus map and promotion leaflet is in early stages of production (Mar 10) • Access to bus timetables and route maps is being promoted via the TP+ newsletter and in all travel survey employer feedback forms • Early discussions have taken place with large employer on bus linkage with the railway station. • TP+ team is working on purchase of Routefinder software to ascertain potential bus use into the area
4:	<p>Promote train use e.g.:</p> <ul style="list-style-type: none"> • Promote existing bus connections from the Rail Station • Promote cycle links from the station to LTPN area <p>Consider feasibility of setting up bus shuttle from train station (see measure 3.)</p>	<p>Representatives from 2 train companies attended TP+ events:</p> <ul style="list-style-type: none"> ○ Commuter Showcase (Nov 09) ○ Employer Travel Plan Safari (Feb 10) <p>▪ Train discounts promoted on all travel survey employer feedback forms</p>

5:	<p>Promote walking to area e.g.:</p> <ul style="list-style-type: none"> Promote Walk-IT.com Provide Pool umbrellas Set up walking support/buddy scheme 	<p>This is one area that has not been much developed as yet.</p> <ul style="list-style-type: none"> Walk -IT.com is promoted in survey report feedback forms TfW has met with Living Streets, a national charity promoting walking to work and will use this linkage as we develop our walking strategy.
6:	<p>Consider feasibility of establishing a car share club at LTPN site:</p> <ul style="list-style-type: none"> Contact Street Car Consult businesses 	<ul style="list-style-type: none"> TP+ has met with Streetcar to discuss possibility of new car share club provision in the area and the company gave a presentation to a receptive Steering Group meeting (Nov 2010) Streetcar is now working with the TP+ team to get this issue raised with businesses
7 :	<p>(Also mentioned in Objective 3) Promote work-life balance initiatives:</p> <ul style="list-style-type: none"> Set up seminar with HR officers <p>Promote best practice (e.g. County Council work-life balance policies)</p>	<ul style="list-style-type: none"> County Council colleagues who are expert in work-life balance policies have attended <ul style="list-style-type: none"> Commuter Showcase (Nov 09) Employer Travel Plan Safari (Feb 10)
<p>OBJECTIVE 3: Increase organisational efficiency</p>		
<p><i>The measures detailed below help to increase the organisational efficiency of the companies included in the LTPN and reduce organisational transport costs.</i></p>		
	Measure	Action to March 2010
7 :	See above	
8 :	<p>Promote use of Business Travel Plans:</p> <ul style="list-style-type: none"> Set up learning set of employers looking to save resources on business travel Collect information from employers on business travel policies and encourage uptake of more environmentally aware initiatives such as car sharing, video/audio conferencing etc. 	<p>Not much work has taken place for this measure to date</p> <ul style="list-style-type: none"> The TP+ team is raising the issue of Business Travel during feedback from the Travel Survey The possible car share club (see measure 6) We will develop an approach for approaching Business Travel, however with other measures in train it is unlikely that there will be significant development of this measure within the timeframe of TRAVEL PLAN PLUS

9 :	Promote/facilitate use of Video and Audio Conferencing: <ul style="list-style-type: none"> Establish a directory of Video/Audio conferencing facilities in LTPN area Set up training events to promote benefits of using Video/Audio conferencing 	This measure is linked to Measure 9. above
10:	Establish and maintain travel website for the LTPN area:	<ul style="list-style-type: none"> TP+ developed and issued a specification for a website We have appointed a designer and are working with them to develop the site
11:	Develop and implement a communications plan: <ul style="list-style-type: none"> For implementation of the LTPN travel plan For dissemination of project results 	<ul style="list-style-type: none"> A Communications plan has been started but requires completion. Communications are de facto included in the travel plan Action Plan The TP+ manager has presented TP+ work at a regional seminar on European projects (Nov 09) The CCC/TfW is used by the UK Government Department of Transport as example of good practice in realising funding for such projects.
OBJECTIVE 4:		
Increase sustainable/green image of the LTPN area		
<i>The following measure helps to increase the sustainable image of the LTPN.</i>		
12:	Promote area as sustainable travel destination <ul style="list-style-type: none"> develop and implement a communication plan Issue press releases as appropriate Set up media events as appropriate Encourage Businesses to promote access to the park Encourage park managers to promote park as sustainable travel destination in their approaches to new tenants 	<ul style="list-style-type: none"> TP+ has issued 2 press releases and achieved <ul style="list-style-type: none"> 2 items in the local newspapers Two radio interviews <p>We are waiting for the TP+ website to be launched before encouraging businesses and the constituent parks to promote the green credentials of travel to the area</p>

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3.2.3 LTPN in practice

The TP+ team in Cambridge are:

- Mark Webb (MW)
- Gary Armstrong (GA)
- Tammy Liu (TL)

Work plan activities

October 2009

The first TP+ Steering group meeting was and hosted by the Science Park Company Amgen. The meeting was a positive enthusiastic meeting and several actions came from it – e.g. to look at Car Clubs for the area until the next meeting. The TP+ coordinator began the planning of a commuter showcase event for November and a Commuter Centre on the Science Park was set up and.

The work with a draft for at network Travel Plan was initiated and Branding Competition for a network Travel Plan (with donated prize) was set up and promoted.


The annual Travel for Work survey was managed, planned and promoted to 31 participating organisations.

The main goals for November were:

- Complete network travel plan including action plan
- Complete recruitment of Administrator
- Plan for next CCC project Board meeting
- Manage and run Commuter Showcase event
- Look at how to ascertain if speeding is a real or perceived issue (as identified at first Steering Group meeting)
- Investigate the possibility of increasing car share presence in the area
- Work with Guided Busway team to organise Busway Roadshows in the TP+ area
- Plan for next TP+ Steering Group meeting
- Decide on a new brand for TP+
- Begin to draft specification for network website

November 2009

The second steering group meeting was hosted by Taylor Vinters Solicitors. It was once again a positive meeting with several outcomes in actions. The police speed survey between 27th of October and the 2nd of November showed that 48 % of all traffic was speeding; the steering group discussed how to tackle this issue.

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The TP+ coordinator begun works on the Travel for Work Survey data and produced the first modal split figures by the end of November.

A draft for a network action plan for inclusion in Travel Plan was completed; the draft was to be considered by the TP+ steering group during November. The promotion for the Branding Competition was recognised and elicited 17 responses and a County Councillor question on the project, following the press release. The steering group however decided to retain TRAVEL PLAN PLUS.

A lot of work was done to ensure that the new guided bus would be available at the commuter showcase on the 18th of November.

Ground work to promote cycling in the TP+ area commenced and Gary Armstrong met with a Bikeability officer at Cambridge County Council, as a result of the meeting three large TP+ employers are considering Adult cycle training.

Recruitment of a TP+ administrator started and a shortlist of candidates for the post was completed

The main goals for December were:


- Complete network travel plan including action plan (carried forward)
- Interview and appoint TP+ Administrator
- Undertake next Project Board meeting
- Prepare specification for TP+ website
- Investigate the possibility of increasing car club presence in the area
- Plan for next TP+ Steering Group meeting
- Investigate potential for increase in bus use – analysis of employee home postcode mapping
- Planning for events in Jan 2010
 - Travel Plan Business Safari event (27th January)
 - Adult cycle training sessions
 - Car sharing (liftsharing) initiative
- Draft next newsletter for TP+ project

December 2009

TP+ steering group meeting was hosted at Cambridge Science Park Innovation Centre.

At previous TP+ steering group meetings significant stakeholders had not attended. Efforts were made to engage with St John's Innovation Centre management, who then attended the TP+ steering group; likewise the manager of the Cambridge Business Park would be attending future meetings.

A project board meeting with match and additional funders took place and included a tour of the TP+ network area.

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A meeting with the Stagecoach bus company for January was arranged in order to discuss potential to for linking up on bus promotions. A Travel Plan Safari Event was also organised and promoted for January.

The first TP+ newsletter was issued as well as Travel Plan Survey data to the 30 employers that participated. To further discuss the survey data and actions from this, meetings with TP+ employers was arranged.

Further work on bike measures was conducted during December. The possibility to provide electric bikes for the TP+ area was looked into and a meeting with the Bikeability Officer and major local companies looked likely to produce adult training sessions during spring.

The main goals for January were:

- Complete network travel plan including action plan (carried forward)
- Complete and issue specification for TP+ website
- Chase the car club presence in the area
- Plan for next TP+ Steering Group meeting
- Complete Travel Plan Business Safari event (27th January)
- Assess success of Adult Cycle Training promotion at a large employer who is introducing a pool bike scheme

January 2010

The CCC/TfW project board meeting in January 2010 redefined the role of project board and the frequency of meetings, a budget for 2010-2011 was agreed.


Taylor Vinters solicitors received the certificate of commitment at the annual Cambridgeshire and Peterborough Travel Plan Awards; this would engage the company into the process of developing a travel plan. A senior manager at St John's Innovation Centre management was now fully engaged with TP+. The Centre hosted the TP+ Safari and the manager gave a very positive welcome talk to delegates.

The TP+ Safari was a success with 17 employers represented. The event generated media interest with a BBC radio interview; the feedback from the delegates was overwhelmingly positive.

The scheduled meeting with Stagecoach to discuss potential for bus promotion was held and was positive. The Company agreed to assist with production of bus maps for the TP+ area and to provide free `day` bus tickets to encourage new users. To further strengthen this offer TP+ will add two additional bus tickets for the "try it you'll like it" promotion".

The work with hiring a TP+ administrator was completed and Tammy Liu begun her position on the 18th of January.

Gary Armstrong's work with the travel survey continued and reports for all participating employers was prepared and issued.

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The electric bike scheme continued to develop. Agreement from the CCC/TfW was sought and received, the purchase of bikes and associated equipment was negotiated, and funding was arranged. The intention is to launch the bike scheme in June to embed other initiatives with larger potential for shifts in modal split.

Gary Armstrong was successful in obtaining funding at 1800 £ from the Cycle Cambridge Project to improve cycle access.


The police sent representatives to discuss the speeding issue at the Science Park, Gary and Mark looked into the possibility of speed signage; the park management company said it may be willing to pay.

Specifications for a TP+ website was developed by Gary Armstrong and was planned to be delivered to chosen designers on the 5th of February for return on the 9th of March.

The main goals for February were:

- Chase the car club presence in the area
- Prepare and deliver next TP+ newsletter
- Speeding: TL will let the TP+ area know via the newsletter and remind the area of the speed limit. MW to progress signage information/cost gathering for Bidwells
- Begin development of TP+ bus map with Stagecoach and design company
- TL will begin to travel the bus routes that serve the TP+ area to ascertain routes, service and user feedback.
- Plan CamShare (car sharing) promotion
 - Prize draw to be delivered in March
 - Display stand placements
- We are also investigating if TP+ can become the 'administrator' for the CamShare car share scheme in the area. This will give us access to all potential car sharers and the area and the associated statistics.
- Electric bikes – Pay for bikes. Begin to develop procedures for loan and promotion of cycle training
- Develop Questionnaire for TP+ Steering Group to take stock of expectations of project and experience to date, and ideas for future
- Setting up Commuter centre - posters leaflets etc being introduced also:
- Setting up TP+ Outlook contacts database
- TL will attend Travel planning training course
- TL will walk the full TP+ area and begin collecting useful promotional photographs and look for prime sites for promotional banners

February 2010

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The TP+ steering group meeting was well attended. The issue of speeding was discussed during the meeting, unfortunately UK traffic regulations do not allow signage to be placed at the chosen location. The local police have once again undertaken speed monitoring and this time the highest recorded speed was 39 mph a drop of more than 21 mph since the last monitoring.

NAPP pharmaceuticals, a major employer in the area is redeveloping its travel plan and contacted TP+ to help out. This was a positive move and showed that TP+ presence in area becoming known.

A local TP+ website specification was issued to local web designers. The TP+ newsletter for February was issued and posted on the TP+ website. The newsletter promoted CamShare and the negotiated financial support for employers who want to promote cycling. Tammy Liu promoted the CamShare March Prize Draw via the newsletter and also arranged visits to three employers to promote CamShare during March.

The results from the Travel Survey was worked through by Tammy Liu and employer analysis and suggestion sheets were drafted, she also begun work on the TP+ Commuter Guide.

An order was placed for two electric bikes and Tammy Liu investigated appropriate systems to set up for TP+ pool bike scheme.


The work with bus promotion continued, Gary had a productive meeting with a Stagecoach bus company officer. Mark continued work on the bus map/promotion leaflet for the area and further investigated the purchase the software *Routefinder* to help ascertain bus use potential of the TP+ area.

The main goals for March were:

- Chase the car club presence in the area
- Prepare and deliver next March TP+ newsletter
- Continue development of TP+ bus map and draft bus promotion strategy
- Finalise grant chart of TP+ measures and actions between now and end of EU element of TP+
- Work on promotions for cycling using funding and measures provided by Cycle Cambridge Team
- Continue to send employer survey analysis sheets and begin visiting employers who took part in the 2009 Travel survey
- Continue with drafting of TP+ Commuter Guide

March 2010

The March monthly steering group meeting was once again well attended. At lot of items were covered including Streetcar, speeding on the Science Park ring road,

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reversal of a cycle access gate and “Try it Challenge” initiative plus availability for TP+ to attend employer green travel events.

A designer was appointed and a kick off meeting was scheduled for the 9th of April for the TP+ website. The aim was to have a basic website up and running by the end of April. The newsletter for March was issued and posted on the TfW website. This edition covered a wide range of areas and was highly praised by the manager of the Cambridge Cycle Project who was going to submit the Tammy’s article on cycle training to the national Cycle England organisation as a case study.

To further disseminate the project, TP+ attended appropriate sustainable transport events held at several employers in the area. As a result of a commuter stand event held at the BBC, Gary took part in an impromptu radio interview on car sharing that was broadcasted on the mid morning radio on the 24th of March.

A personal travel planning initiative (“Try it Challenge”) was developed to encourage commuters in the area to try more sustainable options their journey to work. Stagecoach has agreed to supply 100 Day Rider and Mega Rider tickets as an incentive for those participants willing to try the bus. Gary also met with the graphic designer who Stagecoach uses to develop their literature, to discuss a bus map centred on the TP+ area. A quote was received which appeared excessive and alternative options needed to be explored. One option that was under consideration was a joint funding with Stagecoach. The purchase of routefinder was progressing.

Napp Pharmaceuticals investigated the feasibility of organising a regular coach from their premises on the Science park to Cambridge Railway station. Quotes was received however Napp are unlikely to fund this themselves and have asked if TP+ could investigate whether any other employers would be interested in jointly funding the initiative

The work on cycle measures was progressing and funding was secured from Cycle Cambridge to fund the first TP+ area bicycle group, funding was obtained for both hire of facilities and lunch. The meeting was scheduled for the 21st of April, at the issuing date of the MR, 22 people had signed up. As a result of a newsletter item on the availability of cycle maintenance classes, a number of people expressed interest in attending. GA identified 2 locations on the site that were being happy to provide covered accommodation.

Streetcar contacted TP+ regarding the potential to place one or more cars in the TP+ area. An email was developed and issued jointly between TP+ and StreetCar inviting potential employers to express their interest.

The main goals for April were:

- Development and launch of basic TP+ Website
- Prepare and develop April TP+ Newsletter
- Organise meetings with all TP+ employers that took part in the 2009 Travel to Work Survey to discuss

- Electric Pool Bike Scheme – delivery of the 2 electric bikes is scheduled for 9 April. Appropriate systems and procedures for the electric pool bike scheme are required to be developed and implemented in time for Bike Week in June 2010.
- Investigate alternatives for the development a bus leaflet centred on the TP+ Area
- Develop procedures and literature for the Try It Challenge
- Host and chair the first TP+ Bicycle User Group
- Attend commuter events at Cambridge Consultants, NAPP pharmaceuticals and Royal Society of Chemistry
- Chase the car share club presence in the area
- Develop initiatives covering Business Travel

Table 3-4 Complete Summary of Action

	Planning Measures	Implementation of measures	Communication	Organizational	Events
October	Annual travel to work survey underway Meeting with Chirotech/Dr Reddy's to discuss development of employer Travel Plan	Traffic and occupancy count across the TP+ site		Steering group meeting TP+ Finance meeting with County Council Finance Officers CCC/TfW Project Board meeting - CCC PB members	

November	<p>Streetcar (Car Share Club) meeting was held on the 2nd of November. the purpose of the meeting was the possible extension of the `Streetcar` Car Share Club (already existing in Cambridge City Centre) to the TP+ site.</p> <p>Meeting between Gary Armstrong and the Royal Society of Chemistry on the 5th of November, the purpose of the meeting was to deliver maps and discuss Travel Plan progress.</p> <p>Meeting between Mark Webb and the Train Companies (First Capital Connect and National Express) on the 5th of November, the purpose of the meeting was to discuss the train discount scheme and the potential for a train/bus link from the station to the TP+ area.</p> <p>Meeting between G A and the Cambridge City Council Bikeability officer on the 26th of November,</p>			<p>Steering Group Meeting was hosted at Taylor Vinters solicitors on the 2nd of November,</p> <p>Meeting with Gerry Corrance of the County Council New Communities team on the 6th of November, the purpose of the meeting was to discuss the County Council's current review of Northern Area Transport Plan, to ensure that TP+ is included in the review process.</p> <p>Meeting between G A and NAPP pharmaceuticals on the 19th of November, the purpose of the meeting was to discuss TP development.</p>	
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December	<p>Meeting between Gary Armstrong, NAPP pharmaceuticals and Simon Hayden on the 9th of December, the purpose of the meeting was to discuss adult cycle training.</p> <p>Meeting between Mark Webb, Gary Armstrong and a Passenger Transport team colleague on the 15th of December, the purpose of the meeting was to discuss promotion of buses at the TP+ and also analysis of bus use potential</p>	<p>Distribution of Travel for Work survey results to TP+ organisations on the 24th of December, the organisations taking part in the survey received results, 30 reports</p>		<p>Steering Group meeting at Cambridge Science Park on the 1st of December</p> <p>Meeting with Cambridge City Council Project Board, funders and Lisa Davison from Loughborough on the 8th of December,</p> <p>Interview and appointment of TP+ administration assistant on the 7th of December.</p>	
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January	<p>Meeting between Gary Armstrong and the electric bike company on the 6th of January, the purpose of the meeting was to discuss possible provision of electric bikes on the TP+ site</p> <p>Gary Armstrong completed work on initiating improvement to cycling infrastructure in TP+ area on the 18th of January.</p>		<p>Mark Webb and Gary Armstrong met with colleagues at County Council IT stab and procurement team on the 10th of January, the purpose of the meeting was to discuss TP+ website specification.</p>	<p>Meeting between Gary Armstrong and St John's Innovation Centre's management on the 6th of January, the purpose of the meeting was to discuss travel plan and SJIC involvement in TP+ steering group.</p> <p>Tammy Lui began work as TP+ administration officer on the 18th of January</p> <p>Project board meeting on the 21st of January</p> <p>Meeting between Gary Armstrong and Ricardo manager on the 22nd January, the purpose of the meeting was for Gary to discuss TP+ offer and encourage the recently moved in company to engage in the project.</p>	<p>Launch of Pool bikes and cycle training event with NAPP Pharmaceuticals on the 15th of January</p> <p>TP+ Employer Travel Plan Safari on the 27th January</p>
February	<p>Meeting between Gary Armstrong and the Stagecoach company officer on the 1st of February, the purpose of the meeting was to progress bus promotion at TP+ area.</p>		<p>TP+ Newsletter was issued on the 25th of February.</p>	<p>Steering Group Meeting on the 2nd of February at Napp Pharmaceuticals.</p>	

March	<p>Tammy Liu met with Napp Pharmaceuticals (750 emps) on the 1st of March regarding arrangements for in-house commuter event in April.</p> <p>Tammy Liu met with Royal Society of Chemistry (300 emps) on the 10th of March regarding arrangements for in-house commuter event in April.</p> <p>Gary Armstrong/Stagecoach Bus Company met with a graphic designer (who Stagecoach use) on the 16th of March regarding development of a bus map centered on the TP+ Cambridge area.</p> <p>Gary Armstrong met with potential web designer on the 23rd of March for dedicated TP+ Cambridgeshire website. Web site design has been awarded</p> <p>Tammy Liu met with Napp on the 24th of March regarding arrangements for in-house commuter event in April</p> <p>Tammy Liu met with Cambridge Consultants (300 emps) on the 25th of March regarding arrangements for in-house commuter event in April.</p>	<p>Action on Commuting Seminar (& Cycle to Work Scheme) held on CSP on the 9th of March – Tammy Liu attended seminar.</p>	<p>Mass email on car sharing on the 5th of March, promotion with option for TP+ team to visit to demonstrate CamShare</p> <p>Mass email to TP+ Employers on the 17th of March, inviting them to contact Streetcar to express interest in Streetcar Car Share Club being located in the TP+ area</p> <p>Mass email invite to first meeting of the TP+ Bicycle user Group (BUG) on the 18th of March (on 21 April 2010). 22 people so far signed up.</p> <p>TP+ Newsletter March newsletter issued on the 29th of March to all employers in the TP+ area.</p> <p>Mass email to TP+ Employers (on behalf of Napp) on the 30th of March enquiring as to the interest in setting up a direct bus service from the area to Cambridge Railway station.</p>	<p>TP+ Steering Group Meeting at Royal Society of Chemistry on the 25th of March, Gary Armstrong, Mark Webb and TP+ Steering Group attended.</p> <p>Gary Armstrong met with Julie Bailey, King Sturge (landlords for Cambridge Business Park) on the 30th of March regarding CBP issues and participation on steering group</p>	<p>Commuter stand held on the 2nd of March over lunchtime at Building 101 (Science Park) (5 people made enquiries on sustainable transport options). Tammy Liu in attendance.</p> <p>Commuter stand held over lunchtime at St John's Innovation Centre (600 emps) on the 17th of March, 25 people made enquiries on sustainable transport options.</p> <p>Commuter stand held over lunch time on the 23rd of March at BBC Cambridgeshire (100 emps), 10+ people made enquires on sustainable transport options.</p>
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Deviations from work plan

The main issue at the Cambridge site has been the delays in the opening of the guided busway. An employer has advised TP+ that the Science Park will not be directly served by a single route to the park. Commuters from Huntingdon (35km) will therefore have to change buses at some point on route. This had previously not been made clear. There is a fear that once this becomes more widely known within the TP+ area that there is potential for further adverse publicity after the busway has opened

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Another issue has been the time required to plan for implementation of measures, in particular arranging a meeting with the bus company to discuss bus promotion and assessing car club presence in the area. There was a considerable delay in getting the Cambridge project underway due to the requirement to follow particular County Council recruitment procedures for the TP+ coordinator and administrator. This process was not anticipated and took longer than the CCC/TfW team had estimated.

Corrective actions taken

Regarding the issue with the delays of the guided bus way; TP+ and TfW are keeping in close contact with the Guided Busway team regarding opening. Gary Armstrong has raised the issue of the non direct services to the park with the local bus company (as the choice of routes is a commercial decision). They company is aware of the issue and have agreed to review the situation after opening of the Busway

The meeting with the Bus Company took a lot more time than expected, but TP+ was persistent and was rewarded with a meeting in January. The Team responsible for TP+ are continually working on increasing car club presence in the area, there has been several promotions in different forums.

Network participation

In the TP+ Steering group attendance by the management representatives of two significant areas in the TP+ area have been of concern, they were absent from all three Steering Group meeting initially. To deal with this issue Mark Webb contacted the site managers to ascertain their level of commitment to the project and encourage them participate in the Steering Group from January 2010.


The manager of Cambridge Business Park had to send her apologies for attendance at both the TP+ safari and the TP Steering Group meeting, by March she had still not attended any Steering Group meetings.

From the beginning of 2010 the Steering Group seems to have become a well knit grouping, although active participation of steering group members can be a problem - Steering group members are happy to attend the meetings and fully contribute to the discussions – however they find it difficult to find time to commit any further time or effort in assisting with the project.

During the interim period one representative of a small employer from the site has resigned from the TP+ Steering group the main reasons cited include:

- as a small company he could not justify the time
- he felt that the steering group was not relevant to his company
- as an established company with long term staff, travel modes are unlikely to be changed despite the initiatives and promotions being introduced by TP+.

By March a number of employers across the site have been prompted to organise staff events on commuter travel as a result of the offer from TP+ team to attend these events. Events have been organised with: Napp Pharmaceuticals, Building 101, St

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John's Innovation Centre, BBC, Royal Society of Chemistry, Cambridge Consultants and Amgen.

There is evidence that information being sent around by TP+ is being distributed to employees (eg. response from people interested in BUG meeting on 21 April and cycle maintenance classes)

Though, obtaining feedback from TP+ employers on initiatives which could be of benefit to the area can be a problem. All TP+ employers have been approached regarding a number of issues of which initial interest has been expressed but subsequent follow-up has failed to materialise.

LTPN Communication and dissemination

A monthly newsletter has been issued since December 2010. A TP+ website is being developed and will be launched shortly. There have been several promotional activities during the interim period. A travel plan business safari was held in January and a branding competition for a network travel plan was held in October. The TP+ manager has presented TP+ work on a regional seminar on European projects in November 2009 and the CCC/TfW is used by the UK Government Department of Transport as an example of good practice in realising funding for such projects. There have been items in the local newspaper about the project and one radio interview. A commuter centre on the Science Park has been established. Commuter stands has been held at several companies at several companies during the interim period. Mass emails to companies in the LTPN are being issued at regular intervals.

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3.3 Stockholm, Sweden

3.3.1 Site specific objectives and targets

The objectives and targets of the LTPN site are mentioned in the next table.

Table 3-5 LTPN objectives and targets in Stockholm

Ref.	Objective	Targets
O1	In accordance with the Letter of Intent, to help reduce the airport generated pollution by encouraging sustainable staff travel to and from Cargo City which will: <ul style="list-style-type: none"> • Reduce CO₂ emissions from staff travel; and • help the expansion of local Arlanda businesses and enable for new businesses to locate in the area 	To reduce commuter related travel emission by 10%
O2	To help improve and coordinate/sync sustainable travel options	To reduce single occupancy car journeys by 15% To increase public transport for commuter travel by 10% To increase lift sharing for commuter travel 2.5%
O3	Increase awareness among staff of possible alternatives other than the private car when travelling to and from work	To increase cycling for commuter travel by 2.5%
O4	To become a good example for the wider region, including additional Arlanda companies/staff, to take part in actions similar to those initiated at Cargo City	See target for O1

3.3.2 LTPN characteristics

LTPN design

The LTPN will initially function as an Area Travel Plan (with one single Travel Plan for the whole site). Cooperation and support between the small companies will be needed and therefore encouraged. The companies at Cargo City will form a transport group and work together with the Public Transport Manager at LFV and the General Manager at Cargo City in order to come up with measures to promote sustainable transportation among staff.

The current coordinators, at WSP, as commissioned by SRA together with the stakeholders (especially the LFV Group), will inform, guide and help the chosen company representatives (yet to be decided) how to best introduce and encourage LTPN measures within their own businesses. The coordinator's role is also to manage measures, activities and actions as well as liaising with all involved parties. The main elements that are relevant for the Cargo City site are:

- A shift from solo car journeys by acknowledging, and possibly introducing viable and reliable modes to reduce the total energy consumption and emission level from staff travel

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- Communication channels in place mainly through the LFV intranet at Arlanda airport.

Roles and responsibilities of LTPN stakeholders

The objectives and targets of the LTPN site are mentioned in the next table.

Table 3-6 Stakeholders involved in the Stockholm LTPN

Stakeholder name	Type	Linkage to other stakeholders	Roles, responsibilities and level of engagement
Sigtuna Municipality	Municipal council	Sigtuna municipality are responsible for local roads within the municipality, for national roads within the municipality they cooperate with the SRA	Sigtuna have two representatives at the steering group meeting. Responsible for bike cycle roads and Arlanda is by far the biggest employer within the Municipality
Swedish Road Administration	National highways agency	Contractually responsible to LBORO for the Cargo City Site.	Project leader for WP4, co runs the project at Cargo City together with the LFV Group
The LFV Group	Airport Operator	Operates the Airport and work closely with Sigtuna municipality and SL to ensure the airport is well supplied with bike routes and public transport	Operates the Airport and is responsible for the Cargo City area. Their level of engagement has risen significantly throughout the project. At the moment they are responsible for involving the companies at Cargo City on the project.
TRAVEL PLAN PLUS Coordinator	WSP	Hired by SRA the function as Travel Plan coordinator and project support	Has a lot of experience in working with Mobility Management projects and will support the SRA and the LFV in proposing, designing and implementing measures.
Private companies in LTPN area		Operates within the Cargo City area and answers to the LFV Group	The cooperation of the private companies within the Cargo City area is vital for the implementation of the LTPN, their level of engagement is still at an initial stage but they have agreed to set up a work group in order to work with employee transport
SL	Public transport company	Responsible for public transport supply from the Stockholm area. Are working actively to promote public transport to the private sector	Attends most of the steering group meeting but have limited resources for investments in extend bus services

LTPN Structure

The LTPN will consist of four main groups a Steering Group, TP Coordinators, Cargo City LTPN business representatives and the rest of the employees. Focus groups will be set up e.g. a Bicycle User Group.

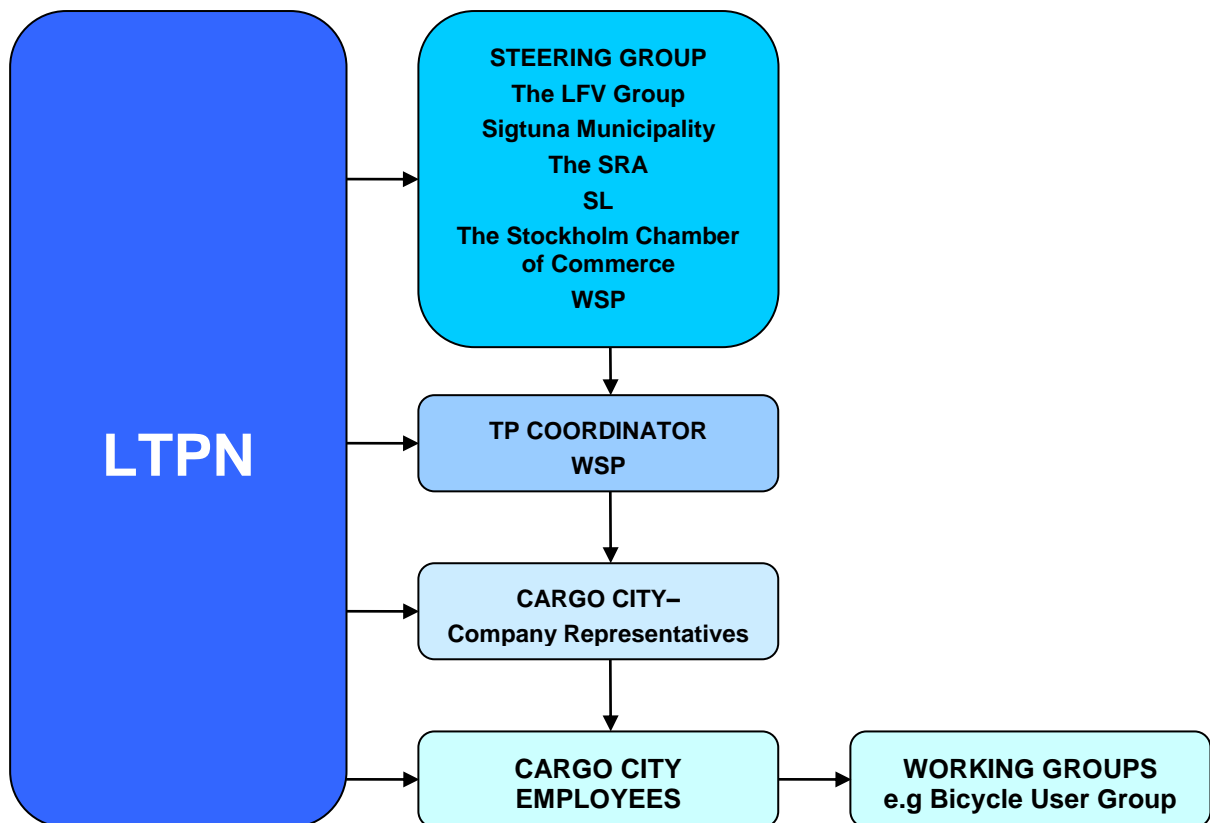


Figure 3-3 Stockholm LTPN structure


Available resources

The LTPN receives financial resources from the EU. Time invested from the SRA, the LFV group, Sigtuna Municipality and SL.

Actions and Measures planned and adopted

Table 3-7 LTPN measures in Stockholm

	Measure	Action to March 2010
1	Improve and promote public transport	Initially there was a proposal to operate a shuttle bus between Sky City and Cargo City, after the SRA met and discussed this with the newly appointed public transport manager at LFV in February 2010, the measure was deemed to expensive.
2	Promote lift sharing	The lift sharing scheme at Heathrow was presented by Heather McInroy for the managers at companies in Cargo City on the 24 th . Some of the companies have individual lift sharing schemes but there is no coordinating scheme between the companies. This measure will be further discussed during the meeting with the company representatives on the 28 th of April.
3	Promote cycling and walking	If there is a decision taken to hand out discounts, an amount equal to the amount given to the public transport commuter should be given to the employees who walk or cycle.
4	Provide up to date public transport timetables and provide free walking/cycling maps	Will be provided as a part of the personal travel planning
5	Investigate cost for using 'Personalised Travel Planning' March 2010	A design and costs for personal travel planning was developed in March 2010. Based on previous experiences and the aimed 10 % reduction in energy use the cost for travel planning and subsidies of public transport will be between 12 000 and 28 000 Euro depending on how long the public transport will be subsidised. Different scenarios have been investigated with between 1 and 12 months of free and subsidised public transport
6	Investigate interest for events such as a launch party, cycle to work week etc. May 2010	The interest for such an event will be investigated among the company representatives on the 28 th of April.
7	Monthly update on the airport's intranet site/newsletter	An initial attempt was made in June 2009 but was abandoned when no one to responsibility for the updates. The LFV group will reinitiate the attempt since they feel it is important to disseminate information about the project to the employees.
8	Host a TP+ theme day to inform the steering group and LTPN company representatives about the benefits of a LTPN to contribute to development of TP+ project 24 th of March	The Theme Day was successful and enough company representatives showed up to represent over 80 % of the employees at Cargo City The companies agreed to set up a group to work with employee transportation. Invitations to the first work group meeting in the end of April have been sent out.
9	GIS Plotting of addresses of employees	A GIS plotting of the employee's addresses was made in March to investigate the feasibility of both public transport and lift sharing. A lot of the employees lives either close enough to bike or close to public transport so there is a potential to shift the modal split in favour of bike and public transport.

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3.3.3 LTPN in practice

The TP+ team in Stockholm contributing to action are:

- Jonas Thörnqvist (Jonas)
- Christer Strömberg (Christer)
- Johannes Berg
- Marta Brolinson

Work plan activities

October /November 2009

The main activity during October was the Project Steering Group Meeting on the 15th. During that meeting the SRA updated the other members on current project activities and preparations for the Travel Survey. Participants from the LFV Group, the SRA, Sigtuna Municipality and SL were present. The decision to go ahead with the overall project was taken (which was the key issue). The Zero state analysis was undertaken at Cargo City.

Another Steering Group meeting took place on the 25th of November. During this meeting the environmental manager and Person responsible for TP+ at the LFV group announced his resignation. An interim project manger had been appointed and would be responsible until a permanent solution was organised. Decision on a final budget was postponed until the data from the travel survey was processed. WSP was contracted to undertake the travel survey for the ZSA.

The main goals for December were:


- TRAVEL PLAN PLUS launch at Arlanda where the employees will be informed of the project
- Measures and their costs identified
- Responsible partner for undertaking each measure and financial source

December 2009

Due to the holidays and the uncertain situation at the LFV Group there was not much activity in the project during December. The SRA had a Project leader meeting with WSP on the 14th of December. The purpose of the meeting was to discuss how to proceed with the project. The main focus at that stage was getting the addresses of the employees at Cargo City in order to investigate what measures that will be the most effective. A decision was made to contact Public transport operators to investigate possible discounts on commuter tickets. In order to get the LTPN up in running the SRA needs closer cooperation with the LFV group.

The main goals for January were:

- Establish closer cooperation with the LFV group.

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- Retrieve information about shift hours and addresses to employees in order to identify and design suitable measures for the employees.

January 2010

Due to changes in personnel and overall confusion about roles and responsibilities in the project, a meeting was held on the 15th of January between the LFV group and the SRA to discuss roles and responsibilities in the project. The SRA received further information about the changes in staff at LFV. A new public transport manager would be appointed, the new public transport manager would be responsible for the TP+ project at the LFV group and would produce an action plan for the TP+ project jointly with the SRA. To further engage the LFV group in the project the possibility of someone from the LFV group attending the project meeting in Cambridge was investigated.

The meeting between the SRA and the LFV group was followed by Project leader meeting between SRA and WSP on the 22nd of January. Accessing employee addresses was postponed until the new person responsible for TP+ at the LFV group was in position. A project steering group meeting was scheduled for the beginning of February where the LFV Group would provide an update on recruitment of the new Person responsible for TP+.

The main goals for February were:


- Identify measures to be implemented and associated costs
- Involve the newly appointed environmental manager at the LFV group in the project
- The LFV group will produce a project action plan jointly with SRA
- Organise a workshop for members of the project and company reps.

February 2010

At the beginning of February the LFV group informed the SRA that a new public transport manager had been hired that would be responsible for the TP+ project at the LFV group.

A project steering group meeting was held on the 3rd of February. Roland Ljunggren former airport manager at Visby airport will be the new public transport manager at LFV. Roland has a lot of experience in public transport surface to Airports and will be able to provide the project with valuable expertise. The SRA gave Roland a brief introduction to the project. The steering group decided to host a theme day on airport surface access including presentations by experts from the UK and a workshop for the project steering group. Roland and Karsten Bjärbo (the general manger at Cargo City) would inform the company representatives at Cargo City about the project and collect addresses from the employees.

To further inform the new Person responsible for TP+ at LFV about the project an Information meeting was held between Jonas Thörnqvist and Roland Ljunggren on the 12th of February. They discussed the most effective way of running the project and decided that at this stage promoting the existing public transport would be the most

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effective measure. The cost of introducing a shuttle bus between Sky City and Cargo City was discussed but deemed to be too expensive at this stage.

Since the company representatives had not received any information about the project since the travel survey, a Information meeting between the LFV and the companies at Cargo City was held at the 24th of February. Roland and Karsten informed the companies about the project and collected addresses of the employees.

The main goals for March were:

- Measures and their costs identified
- Involve the newly appointed environmental manager at the LFV group in the project
- The LFV group will produce a project action plan jointly with SRA
- Organize a workshop for members of the project and company reps.

March 2010

Project leader meetings were held on the 1st and 15th March between the SRA and WSP. The main focus of the meetings was to arrange and then finalise out details regarding the upcoming theme day. This included ensuring invites were issued to representatives from the companies at Cargo City. At least 10 company representatives were expected to participate which should equal 90 % of the staff.

Other discussion points at these meetings were the GIS mapping of addresses and public transport provision from the north of Arlanda:

Roland has forwarded the addresses of the employees to Jonas to be GIS plotted on a map with layers that include bus stops and cycle paths in order to identify appropriate measures. The results were quite interesting. It seemed like a lot of the employees were living in the neighboring municipalities of Sigtuna and Märsta and measures aimed at promoting cycling might be feasible.

Christer have been in contact with UL, the public transport company that supplies Cargo City from the north and is awaiting response.

TP+ theme day was hosted at the 24th of March at Arlanda. The theme day consisted of presentations and workshop for the project steering group and a presentation for the company representatives. The purpose of the theme day was to create support for the LTPN internally within the steering group and externally amongst the company representatives. The day ended with a discussion between the company representatives and project steering group about how a 10 % energy reduction could be achieved at Cargo City. The Company Representatives were quite positive to the idea and agreed to set up a group that will work with Roland to come up with possible measures to make their employees switch mode of transport. Enough company representatives were present to represent 80 % of staff at Cargo City. During discussions with the company representatives the idea with personnel travel planning for staff was presented and the company representatives were positive. An example

including budget and timeframe has been developed and would be presented during the next steering group meeting.

The main goals for April were:

- Create a work group with the companies at Cargo City
- Decide suitable measures in order to reach the 10 % reduction in energy use

Table 3-8 Complete summary of actions:


	Planning Measures	Implementation of measures	Communication	Organizational	Events
October				Project Steering Group Meeting 15 th of October.	
November	To gather information for the Zero State Analysis. Company representatives were informed by WSP that the travel survey will be undertaken. 091120 was the first day on-site.			Project Leader Meeting 16 th of November Project steering group meeting 25 th of November	
December				Project leader meeting on the 14 th of December at SRA. Purpose of the meeting was to discuss how to proceed with the project.	

<p style="text-align: center;">January</p>				<p>Progress meeting between the LFV group and the SRA was held on the 15th of January to discuss roles and responsibilities in the project. There will changes in staff at the LFV Group and a new public transport manager will appointed, the new public transport manager will be responsible for the TP+ project at the LFV group and will produce an action plan jointly with the SRA.</p> <p>Project leader meeting between SRA and WSP was held on the 22nd of January to follow up progress in the project</p>	
<p style="text-align: center;">February</p>	<p>Addresses collected from the employees at all the major companies at Cargo City on the 24th of February, in order to investigate potential for different measures.</p>		<p>Information meeting between the LFV and the companies at Cargo City was held at the 24th of February where Roland and Karsten informed the companies about the project</p>	<p>Project leader meeting between the SRA and WSP on the 1st of February to discuss the development at the Cargo City site and the WP4 leadership.</p> <p>Project steering group meeting was held on the 3rd of February. Roland Ljunggren former airport manager at Visby airport will be the new environmental manager at LFV.</p> <p>Information meeting on the 12th February between Jonas Thörnqvist and Roland Ljunggren.</p> <p>Project leader meeting between SRA and WSP on the 15th of February</p>	

March	<p>Addresses of the employees has been GIS plotted, showing a rather large concentration of staff within cycling distance from the site.</p> <p>A scheme for personalised travel planning for staff and subsidised public transport has been developed.</p>		<p>TP+ theme day was hosted at the 24th of March at Arlanda. 5 company representatives from the largest companies at Cargo City participated, representing at least 80 % of staff working at the site.</p>	<p>Project leader meeting was held on the 1st of March between the SRA and WSP. Christer have been in contact with UL, the public transport company that supplies Cargo City from the north and is awaiting response</p> <p>Project leader meeting was held on the 15th of March between the SRA and WSP with the main focus of sorting out the final details of the theme day on the 24th of March. Invitations were issued to representatives from the companies at Cargo City and at least 10 company representatives were expected to participate which should equal 90 % of the staff</p> <p>Project leader meeting between the SRA and WSP on the 29th March to follow up the results from the theme day and decide on how to proceed. Roland will hold a meeting with the company representatives in the end of April.</p>	
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Deviations from work plan

The main deviation from the work plan at the Stockholm site was the inability to set up a meeting with the companies at Cargo City. The SRA had the responsibility for the project initially and was running the project on the site under the authority of the LFV group. This did not work since the SRA had no channels of communication with the company representatives. This caused severe delays in the project and hindered the formation of an LTPN between the companies. Due to the challenges in getting support within the project steering group, the project has been delayed for approximately 6

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months compared to the initial work plan. Changes in personnel also caused a delay but since the new Person responsible for TP+ at the LFV group is taking a much larger responsibility for the project the delay may prove worthwhile in the long run and secure the longevity of the project. At the stage the LFV group is responsible for communicating with companies and the SRA supports the LFV group in proposing measures and project coordination.

Corrective actions taken


The SRA have tried to keep the project running and provided financial input when needed, however in order to get the LTPN up and running the companies at Cargo City need to play an active role. Changes in personnel at the LFV group have provided the project with a new platform to work from, and during spring 2010 the level of enthusiasm in the project has risen significantly. In order to capitalize on the new level of enthusiasm a theme day/workshop was arranged on the 24th of March. As a result of the theme day/workshop the company representatives agreed to set up a group to discuss what measures will be appropriate for their employees. During the period where there was uncertainties about who would be in charge of the project the SRA tried to keep the project running by incorporating the Cargo City general manager Karsten Bjärbo in the project. As soon as the public transport responsible was appointed a meeting was held to introduce him in the project. When funding has been needed to in order to keep up with the EU project, for instance with the zero state analysis, the SRA has provided funding.

Network participation

The project steering group has had regular meetings throughout the project. There have however been problems getting the company representatives involved in the project. The steering group meetings have been attended by most of the involved actors on all occasions. The company representatives were attending the theme day and have agreed to set up group to discuss employee transports and will meet with the steering group on the 28th of April.

LTPN Communication and dissemination

Initially during the implementation there was a lack of communication between stakeholders. For instance the employees at Cargo City had not been informed about the travel survey which created a negative attitude towards the project when interviewers arrived unannounced. Since the beginning of February the communication within the project steering group has increased and communication channels between the SRA, the LFV group and the company representatives are working. The main dissemination activity during the interim period has been the TP+ theme day that served as a good platform to further introduce the company representatives to the project. The staff at Cargo City received information about the project during the work with the travel survey for the ZSA. There was an initial attempt to post information about the project on the internal website at Arlanda however no one took responsibility for updating the information and the attempt was abandoned, the LFV have decided to make another attempt during spring 2010.

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3.4 Győr, Hungary

3.4.1 Site specific objectives and targets

The objectives and targets of the LTPN site are mentioned in the next table.

Table 3-9 LTPN objectives and targets in Győr

Ref.	Objective	Target
O1	To reduce CO ₂ emission of the travel to schools site	Reduce car use by 3% Reduce energy use through sustainable transport by 9%
O2	To reduce congestion around the schools site	Reduce CO ₂ emission, change for sustainable transport by 10%
O3	Increase sustainable/green image of the LTPN area	25% of students and parents with travel plan initiatives affecting travel to school 20 activities which promote the LTPN area


3.4.2 LTPN characteristics

LTPN Design

The LTPN in Győr is slightly different as it is determined by sector rather than a area, though all schools are within the same municipality, plus this sector is not business orientated so financial arrangements can limit the 'type' of LTPN which can be applied, especially when schools are state owned and /or funded. However, the LTPN in Győr is most similar to an Area Travel Plan. At present:

- All funding initially coming from EU.
- Coordinator and Administrator are employed by the municipality of Győr, where budgets are allocated at the start of each year.

The format used in Győr, where the TP+ LTPN are being used as demonstration schools to attract further schools is what will sustain the future of the LTPN in Hungary. So far 3 further schools are involved in the implementation of measures but not the TP+ monitoring and evaluation, thus demonstrating the multiplier effect.

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Roles and responsibilities of LTPN stakeholders

Table 3-10 Stakeholders involved in the Győr LTPN

Stakeholder name	Type	Linkage to other stakeholder)	Additional comments
Road Organisation of the Municipality of Győr	Local Agency responsible for operating, maintaining and improving the strategic road network	Has to be involved in the project, because they are planning road infrastructure developments and mobility plans.	They have the possibility and own funding to ensure services and support physical investments for the implementation of a TravelPlan
National Authority of Transport -West-danubean Region,	Government Agency responsible for operating, maintaining and improving the strategic road network	Has to be involved in the project, because they are planning road infrastructure developments and mobility plans.	They have the possibility and own funding to ensure services and support physical investments for the implementation of a TravelPlan
Transportation Authority of Győr-Moson-Sopron County	Government Agency responsible for operating, maintaining and improving the strategic road network	Has to be involved in the project, because they are planning road infrastructure developments and mobility plans.	They have the possibility and own funding to ensure services and support physical investments for the implementation of a TravelPlan
Transportation Organisation of the City of Hungarian Transportation Authority	Government Agency responsible for operating, maintaining and improving the strategic road network	Has to be involved in the project, because they are planning road infrastructure developments and mobility plans.	They have the possibility and own funding to ensure services and support physical investments for the implementation of a TravelPlan
Széchenyi István University	University with engineering faculty	Involved in other international projects and travel plans	Useful experience for our LTPN
NYME	University Educational faculty	Train trainees	Train trainees for local schools
TRAVEL PLAN PLUS TP Coordinator	Civil Servant	Municipality of Győr	-
TRAVEL PLAN PLUS Project Manager	Civil servant	Municipality of Győr	-
KERET, REFLEEX, Fehér Nyíl	Civil Organisation	Experience with people and children	Raising Sustainable mobility Awareness Campaigns
School (1)	School director	To represent children and parents of the schools	Members to be decided at inaugural meeting
School (2)	School director	To represent children and parents of the schools	
School (3)	School director	To represent children and parents of the schools	

School (4)	School director	To represent children and parents of the schools	
School (5)	School director	To represent children and parents of the schools	Participation in the sustainable mobility awareness rising campaign
School (6)	School director	To represent children and parents of the schools	
School (7)	School director	To represent children and parents of the schools	

LTPN Structure

In Győr the LTPN is informed by the organisation providing travel options, the TP+ coordinator and school coordinators, the majority of communication to other teachers, pupils and parents is via the school coordinators.

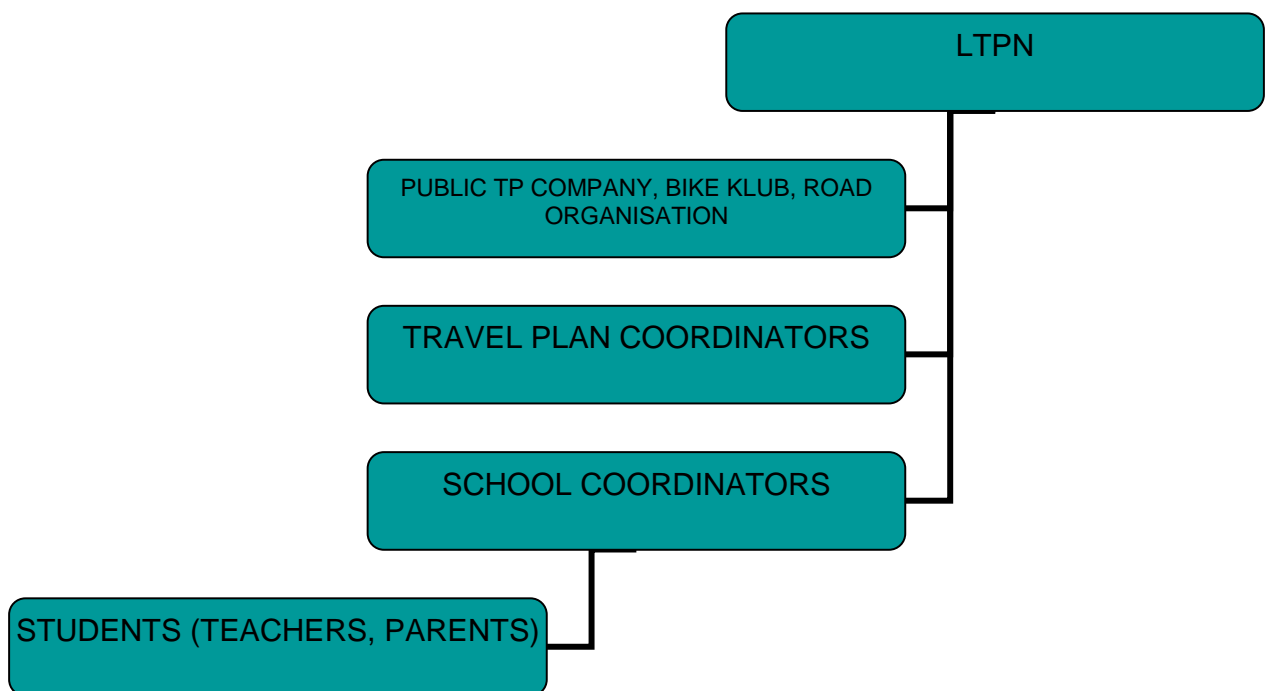


Figure 3-4 Győr LTPN structure


Available resources

TRAVEL PLAN PLUS is supported financially by the EU funding. The main resource in the project are the teachers who have received training as a result of this project and now communicate a sustainable transport message to the school community.

Actions and Measures planned and adopted

Table 3-11 LTPN measures in Győr

	Measure	Action to March 2010
1	Organise lift sharing website, first lift sharing website of Hungary	
2	Organise events, promote lift sharing	
3	Set up bicycle user group	
4	Organise child/student cycle training and events	Cycle to School day – free breakfast for bikers (1 day action) Cycle to school Campaign for students (Spring event) Cycle to school Campaign for students (Autumn event)
5	Organise on site cycle maintenance	
6	Organise free bicycle rental for schools	Implementation of a new bicycle rental in the “Traffic sign” park
7	Promote cycle journey planner	Define strategy for the city, how to be a bicycle friendly town. Concentration of the environmental awareness education strategy.
8	Promote travel to school cycle shop discount	
9	Ensure Győr cycle maps are freely available	
10	Promote new bus lines and timetables	
11	Ensure timetables are freely available	
12	Promote the use of public services for students	Arrange new bus shedule. Clarify the improvement possibilites in bus services.
13	Promote walking	
14	Set up seminar for school leaders	Visits to main 4 schools and gave lessons for the children about sustainable mobility. Purpose: Conciliation of the planned environmental awareness education strategy and activities in schools. Meeting and discussion : TPplus partners and School leaders
15	Promote best practice	
16	Set up learning set of parents looking to save resources on travel	
17	Establish and maintain travel website for the LTPN area	
19	Develop and implement a communication plan	
20	Issue press releases	

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21	Set up media events	
22	Encourage school leaders to promote the city as sustainable travel destination	Sustainable mobility Award and Campaign in the schools Critical mass campaign for Students

3.4.3 LTPN in practice

Work plan activities

October 2009

The initial focus of the implementation at the Győr demonstration site was mainly preparation meetings with involved actors

A strategy and planning meeting was held with the city of Győr, the purpose of the meeting was to define a strategy and to schedule activities for the implementation plan. The first steps would be to organise a presentation; contacts with schools had already been established.

There was also meeting with the Committees of the City of Győr to clarify sustainable mobility strategies for decision makers.

Meetings were held with the public transport company and the Hungarian state railway to clarify the improvements in bus services, arrange a new bus schedule and arrange for the implementation of safe and covered bike and ride (B+R) parks in the train station area.

Educational visits were made to schools and lessons about mobility management were given to the pupils.

To promote cycling a meeting was held with the Győr bicycle strategy planning team in order to define a strategy for the city on how to become a bicycle friendly town.

There was also follow up of school meetings during October to conciliate the planned environmental awareness education strategy and the activities in schools.

The main goal for November was:


- Start the on-the-ground activities

November 2009

There were two meetings held in the TP+ meeting during November. The first was a meeting with a Chair of the Committee of Strategy and City; during this meeting the actions that had been delivered during the mobility weeks at schools were presented. There was also a presentation of the new bicycle concept of the city which included Travel Plans for schools. The second meeting was with a Chair of the Committee of Economy and Tourism where the same presentation was given. Both Committees like the idea of Travel Plans for schools and were supportive.

The main goals for December were:

- Start the on-the-ground activities.

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- Implement a new website. Introduce TP+ project in this website.
- Prepare promotion actions and campaigns for the schools for the spring.

December 2009

During December there were two follow up meetings with a Chair of the Committee of Strategy and City and a Chair of the Committee of Economy and Tourism to further present the work being done during the mobility weeks in schools.

- Start the on-the-ground activities.
- Implement a new website. Introduce the TP+ project in this website.
- Preparation of promotion actions and campaigns for the schools for the spring.

January 2010

There was one meeting in the TP+ project during January, a meeting with a Chair of the General Assembly of Győr. The meeting had the same purpose as the meetings in November were the idea of Travel Plans for schools were introduced.

The main goals for February were:

- Start the on-the-ground activities.
- Implementation of a new website. Introduction of the TravelPlan project in this website.
- Planning of promotion actions and campaigns for the schools for the spring.

February 2010

There were no major meetings or activities in the TP+ in Győr during February, there preparations for the on-ground activities continued.

The main goals for March were:


- Planning of promotion actions and campaigns for the schools for the spring.
- Tendering and subcontracting the organization of promotion activities for schools for the spring and autumn.
- Organizing sustainable transport development campaigns.
- Organizing “Bicycle days with lessons” for schools.

March 2010

During March meetings were held with the civil organisation for the Hungarian Cycling Development, the Civil Organisation of Cycling, Győr, Civil Organisation for Environmental Protection and the Educational Department of Győr. The purpose of all meetings was the organisation of promoting campaigns for schools.

The main goals for April were:

- Summary about the experiences. Assessment of the actions.


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- Evaluation of tests and making a survey

Table 3-12 Complete summary of implementation:

	Planning Measures	Implementation of measures	Communication	Organizational	Events
October	<p>Meeting with Győr Arrange new bus shedule. Clarify the improvement possibilites in bus services.</p> <p>Meeting with Győr Hungarian State Railway to arrange the implementation of safe and covered B+R parks in the train station area.</p> <p>Meeting with Győr Planning team of bicycle strategy to define strategy to become a bicycle friendly town</p>		<p>Visits to main 2 schools and gave lessons for the children about sustainable mobility.</p> <p>Meeting with Committees of the city of Győr to clarify strategies for decision makers</p> <p>Follow up meetings with schools to conciliate planned environmental awareness education strategy and activities in schools</p>	<p>Meeting with city of Győr, purpose: to define strategy and calendar activities for the implementation plan. Preliminary strategy agreed: organize a presentation, having previous contacts with schools</p>	
November			<p>Meeting with seat of Committee of strategy and city development to present actions of mobility week in schools and new cycle concept for the town</p> <p>Meeting with seat of Committee of Economy and Tourism to present actions of mobility week in schools and new cycle concept for the town</p>		

December			<p>Meeting with seat of Committee of strategy and city development to present actions of mobility week in schools and new cycle concept for the town</p> <p>Meeting with seat of Committee of Economy and Tourism to present actions of mobility week in schools and new cycle concept for the town</p>		
January			<p>Meeting with the General Assembly of Győr to present actions of the mobility week in school and the new bicycle concept of the town</p>	<p>There was couple of meetings with all the LTPN actors, but not a strategic meeting with all the actors together.</p> <p>A common meeting with all the actors of the LTPN will be organized in the end of May or June</p>	
February					

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March	<p>Meeting with Civil organisation for the Hungarian cycling development, Civil organisation of cycling of the City of Győr, Civil organisation for environmental protection, The Educational department of the city of Győr. The purpose of the meetings was the organisation of promotion campaigns for schools</p>				
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Deviations from work plan

The first stage of the implementation has been implemented according to the initial work plan.

Corrective actions taken

Network participation


It has been quite difficult to engage the Steering Group with development of the network travel plan. They have not been able to understand, exactly what a Travel Plan is and the reasons for doing one. Travel Plans are relatively unknown in Hungary at the moment, which means establishing a LTPN in the City of Győr is a huge challenge. Travel plan was a new notion even for the road organisation and authorities. Getting involvement from these organisations is even more difficult because they are independent from the municipality and are not really interested in participating in this kind of work, especially because they are very busy with the other “official” work.

The involvement of schools and civil organisations has been much easier, they are interested in the project and see the sense of it. They are very cooperative in filling in questionnaires and participating in meetings and actions.

- All the schools are informed about the planned actions.
- Civil organisations are involved the implementation process of the actions.
- Politicians are involved in the promotion actions

LTPN Communication and dissemination

The communication in the TP+ project in Győr has mainly been through lectures in schools and meetings with responsible authorities. TRAVEL PLAN PLUS is promoted on the City of Győr’s environmental website

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3.5 Bages, Spain

3.5.1 Site specific objectives and targets

The objectives and targets of the LTPN site are mentioned in the next table.


Table 3-13 LTPN objectives and targets in Bages

Objective	Target
Improved accessibility, reduced energy use, reduced CO ₂ emissions, reduced accidents	- 4% reduction in single occupancy car commuting (from 74% to 70%)
	Establish a vanpool with 40 users
	- 5% CO ₂ emissions associated with commuting to the area
	-5% reduction of deaths or severely injured victims
Establish network for sustainable mobility management	90% of stakeholders involved in the LTPN by end of May 2010

3.5.2 LTPN characteristics

LTPN Design

The travel plan network proposed is an **area travel plan**, where the problems experienced by companies in the area share will be an important point of departure. An advantage of creating an area based group is that it is informal, which gives valuable flexibility for the co-ordinator to decide on participation and activities in the group.

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Roles and responsibilities of LTPN stakeholders

Table 3-14 stakeholders are involved in the Bages LTPN:

Stakeholder name	Type	Linkage to other stakeholders	Roles, responsibilities and level of engagement
County Council of Bages (CCB)	Local Authority	Member of MCCC	Manager
Central Catalonia Mobility Consortium (CCMC)	Public-private partnership	County council of Bages, Chamber of Commerce and some big companies of the site are MCCC members	LTPN coordination
Municipality of Santpedor	Municipal Authority	Member of CCB	Supporter and potential subcommittee member
Municipality of Sant Fruitos de Bages	Municipal Authority	Member of CCB	Supporter and potential subcommittee member
Chamber of Commerce of Manresa	Chamber of Commerce	Member of MCCC	Supporter and potential subcommittee member
			Supporter and potential subcommittee member
CCOO	Trade Union		Supporter and potential subcommittee member
UGT	Trade Union		Supporter and potential subcommittee member
Regio 7	Local media group:	Member of MCCC	Supporter and potential subcommittee member
Private companies employing over 50 employees		Some of them are members of MCCC	Supporter

LTPN Structure

The LTPN is managed by the TP+ project Board integrated by Bages County Officers.

The implementation of LTPN is coordinated by the Steering Group created inside the Central Catalanian Mobility Consortium (MCCC), where most relevant agents on the economic, social and political fields are represented and acts as a platform for improve the mobility in the Bages County. This Steering Group will focus its activities in improving mobility in industrial sites and, specifically, will support and monitor the Santa Anna Local Travel Plan Network implementation.

An officer of MCCC will act as LTPN coordinator for daily activities and relationships with other local agents: City council representatives, company representatives, public transport operators, taxi associations and trade unions.

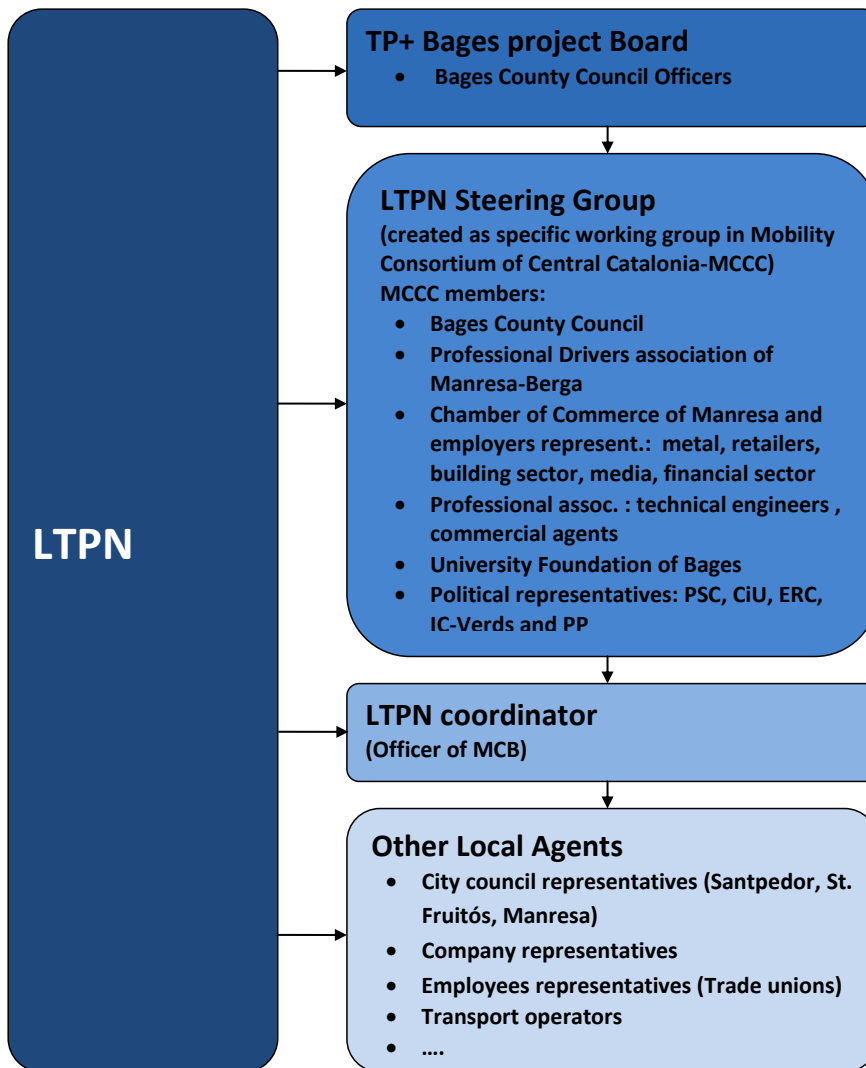


Figure 3-5 LTPN structure, Bages

Available resources

One of the proposed measures is a van pool, the TP+ team in Bages have secured a subsidy from the Catalonian Energy Institute in order to assist with the implementation. Part of the cost will also be financed by the companies at the industrial area and by the users. The mobility manager will be financed by the Central Catalonian Mobility Consortium The costs for implementation and monitoring activities are presented in the following table:


Table 3-15 Cost for implementation and monitoring, Bages

Activity	Cost	Financing
Measure 1: Vanpool	200 000 €	Catalonian Energy Savings Institute (ICAEM)
Measure 2: Workshop	10 000 €	TRAVEL PLAN PLUS project budget
Indicator 1: Monitoring Mobility Survey	5 000 €	TRAVEL PLAN PLUS project budget


Actions and Measures planned and adopted

Table 3-16 LTPN measures in Bages

Measures	Action to March 2010
<p>MOBILITY AUDITS CAMPAIGN</p> <p>A travel survey and awareness campaign has been prepared and will be implemented in April-May. The surveys and awareness campaign will be introduced to the companies as “mobility audit campaign”. Mobility audit is an action that is more “results oriented” than a simple survey. It is expected this will raise companies’ interest in identifying measures and to evaluate the potential of such measures from sustainability and cost reduction point of view.</p>	<ul style="list-style-type: none"> - Planning implementation - Contract preparation for in-house consultants who will perform the travel mobility audits - Planning preparation - Official communication for companies, - Questionnaire for companies - Audit index and contents - Relationship between company questionnaire and measures - Selection of employees - Questionnaire for employees

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<p>FLEXIBLE TRANSPORT AGENCY</p> <p>As no major investments for public transport is foreseen at least in the short –term in the area, other alternatives to single occupancy private car trips will be promoted with so-called “flexible transport” or semi-collective transport modes:</p> <p><u>Vanpooling</u>: for employees living at mid-distances (>10 km)</p> <p><u>Shared taxis</u>: for employees living close to the work site (<10 km)</p> <p><u>Lift sharing</u>: for all employees</p> <p>The services will be coordinated by a flexible transport agency matching users groups and offering different modes depending on the group size and work trip distance. It is foreseen that a tender issued by the financing agency (ICAEN) makes a concession for the service to a transport operator.</p> <p>Costs: 102,000 € (1 year of pilot project operation). A subsidy will cover the deficit of the operator during the first year (42%).</p> <p>Implementation date: September 2010*</p>	<ul style="list-style-type: none"> - Feasibility study for implementation a pilot vanpooling and shared taxi scheme - Cost optimisation of the initial scheme - Negotiation with ICAEN (Energy Agency of Catalonia) for subsidise the deficit of the first year of the pilot operation. - Agreement reached with ICAEN for financing the first year of the pilot if financial sustainability of the serice is guaranteed for the operation during year 2 and 3.
<p>DISSEMINATION WORKSHOP</p> <p>Workshop for promoting sustainable measures focused on employers of the site companies. This workshop will be the official launching data for LTPN</p> <p>Costs: 5,000 €</p> <p>Implementation date: May 2010</p>	<p>Preparations for the dissemination workshop have been completed during the beginning of 2010 and will be ready for launch on time in May.</p>
<p>PROMOTION OF PUBLIC TRANSPORT</p> <p>LTPN will serve as a platform for demanding and discussing improved public transport services in the area of Santa Anna, i.e. a promotion of public transport on an institutional level: municipalities and Catalan Government. The united front of all involved actors in the area will act as a lobby in favour of public transport and increase possibilities for the achievement of improved services.</p> <p>Implementation date: April 2010-April 2011</p>	<p>During the mobility audits for the companies within perimeter of 500 m from a public transport connection will receive information about timetables and routes.</p>
<p>PROMOTION OF USE OF TRAVEL PLANS</p> <p>Information to the companies about available subsidies for making company travel plans. This information will be gathered through the mobility audits campaign.</p> <p>Implementation date: April 2010-April 2011</p>	<p>The preparations of the mobility audits is completed and will be completed on schedule</p>

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<p>PROMOTION OF SUSTAINABLE TRANSPORT AREA</p> <p>Promotion of individual or inter-companies mobility measures identified during surveys and awareness campaign. Information to the companies about available subsidies for implementing these measures. With the results of mobility reports, companies will have cost/benefit analysis of identified measures to be applied.</p> <p>Implementation date: April 2010-April 2011</p>	<p>The surveys has been prepared and are ready to be issued</p>
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3.5.3 LTPN in practice

The TP+ team in Bages are:

- Laura Sellares I Ramos, replaced by Susana Valencia
- Daniel Satue
- Gabriel Jodar

Work plan activities

November-December 2009

During November and December there were two meetings taking place in the TP+ project in Bages. The first meeting was with County Council Bages. The focus of the first meeting was strategy planning, subcontracts and tasks for next months. It was decided that Laura Sellarès will end her collaboration with County Council Bages, another person responsible for TP+ will be appointed in a short time.

The second meeting was with the ICAEN (Catalan Institute of Energy. Catalan Government). ICAEN will organise a meeting with County Council Bages Transport Department and the Transport Authority regarding the implementation of the vanpooling project. The received offers for surveys subcontracting were collected and analysed.

The main goal for January was:

- Start the on-the-ground activities and LPTN launching.

January 2010

In December the ICAEN refused to subsidise the initial scheme of the first year of the vanpooling pilot project, due to the high deficit of the operation. The difference between cost and tariffs is estimated to be 75 % of the total cost of 200 000 €, 150 000 €. The ICAEN suggested optimising costs and analysing the feasibility of a new scheme combining shared taxis for short work trips (less than 10-15 km /trip) and van pooling for longer trips. During January a new version of the feasibility study was completed, presenting a reduced cost and deficit as following table costs as the table below suggests (in €):


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Table 3-17 Vanpool annual finance

	Users	Cost	Income	Deficit	
YEAR 1	50	102400	59483	42917	42%
YEAR 2	75	116115	87714	28401	24%
YEAR 3	100	148266	114008	34258	23%

Susana Valencia, was appointed as the person responsible for the daily TP+ activities,. She held a meeting with Victor Marcos politician responsible for TP+, financial officer Isabel Ledesma and in-house consultants. The aim of the meeting was to define the working programme of the TP+ project for the following 6 months. Susana Valencia had several meeting and exchanges of documents with in-house consultants to inform her about the project development and current and future activities.

In order to present the preliminary results of the vanpooling feasibility study a meeting with County Council Bages authorities and relevant mobility institutions was held. ICAEN confirmed that they would finance the deficit for the first year of the pilot shared taxi/vanpooling operation, if another organisation ensures the deficit coverage of the next two years. The ICAEN only subsidize the start of projects with financial sustainability guaranteed for a minimum of 3 years. It was decided that a new meeting with the transport department would be organised in order to ask for their support for the financing of year 2 and 3.

The main goals for February were:


- start surveys and awareness campaign
- solve financing of year 2 and 3 of vanpool project
- work on detailed implementation plan for each measure to be implemented by LTPN

February 2010

During February the preparation of mobility audits campaign begun. Surveys and a awareness campaign would be introduced to companies as a free mobility audit programme in order to receive better feedback than in a conventional approach. This is a new approach based on Energy Audits programmes which have been completed with companies in Spain and abroad, the Energy audits offer some ideas which will be adopted to Bages local travel conditions. During February the following steps related to the preparation of the audits campaign were completed:

- Planning implementation
- Audits preparations
- Official communication for companies
- Administrative documents for contracts preparation

A meeting with ICAEN was held to clarify aspects of the final version of the vanpooling feasibility study for approval. ICAEN would send this version of the feasibility study to the Regional Transport Department and County Council Bages. The plan was to have a

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meeting with these three institutions in order to find a financial scheme for a 3 year vanpooling project.

The main goal for March was:

- To start mobility audit campaign

March 2010

During March the preparation for the mobility audit campaign continued. After some delays, the contract for implementing the surveys and auditing campaign was signed at the end of March.

There have been new bus services in operation since the project started and information about these needs to be updated. There was a meeting with the ICAEN and information was received that there will be subsidies available for companies implementing mobility management pilot project during 2010. Since the Mobility consortium Bages initially had been sceptical towards the LTPN a meeting was held to further explain the project. The MCB had considered the LTPN a competing scheme but the meeting changed their attitude towards the project and the LTPN will be included in the MCB. During March it was highlighted that one of the members of MCB is the president of the most important media group in Bages County (*Grup d'Edicions Intercomarcals*). It should facilitate the dissemination of the most relevant project activities and milestones.

The main goal for March was:

- Start surveys and awareness campaign
- Solve financing of year 2 and 3 of vanpool project
- Work on detailed implementation plan for each measure to be implemented by LTPN

Table 3-18 Complete summary of implementation:

	Planning Measures	Implementation of measures	Communication	Organizational	Events
October	Strategy planning meeting with County Council Bages to follow up subcontracting for survey			A new Person responsible for TP+ for daily activities was hired and met with the political responsible, the financial officer and in house consultants to define the work plan for TP+ fore the coming months	

November	<p>ICAEN organised meetings with County Council Bages Transport Dept. and the Transport authority to prepare the implementation of the Vanpooling project</p>				
December					
January	<p>Vanpooling study revision. A new feasibility study for the vanpooling project was completed, where the deficit and costs was reduced.</p> <p>Meeting with County Council Bages and relevant mobility authorities to present the preliminary results of the vanpooling feasibility study.</p>				
February	<p>Preparations for the mobility audits campaign:</p> <ul style="list-style-type: none"> - Planning of implementation - Audits preparation - Official communication for companies - Questionnaires for companies - Administrative documents for contracts prepared <p>Meeting with ICAEN to clarify aspects of the final version of the feasibility study</p>				


March	<p>Preparation of mobility audits campaign</p> <ul style="list-style-type: none"> - Audit index and contents - Forms for data collection on employees O-D (by shift work) - Forms for data collections on schedules, itineraries and occupation of bus companies - Relationship between company questionnaire and measures - Selection of employees procedures - Questionnaire for employees - Companies strategy approach (surveys 2007) <p>Meeting with ICAEN (Energy Agency of Catalonia). Some subsidies for individual companies implementing pilot projectes for mobility improvement will be available during 2010.</p>			<p>.Meeting with the Mobility consortium Bages (MCB). Initially they have been skeptical to the LTPN since they have considered it a competing scheme. The meeting has changed their attitude and the LTPN will be included in the MCB.</p>	
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Deviations from work plan

The implementation process has been delayed at the Bages site due to two issues, the lack responsiveness of the original approach of staff travel surveys to gain information and lack of financing the vanpooling scheme. The deficit was deemed to expensive by the ICAEN and therefore the refused to finance it. Some problems have been identified with the taxi companies, as each municipality manages taxi licenses (there is not a common authority or an area for joint provision for taxi services in the county) and there is a strong competition between professionals from different municipalities (some disagreements will be resolved by the courts).

Corrective actions taken

The TP+ team at Bages rebranded and updated their approach using energy audits applied to companies for inspiration, there is as a result further interest in the mobility audits

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In order to secure financing from the ICAEN a new version of the feasibility study was completed, presenting a reduced cost and deficit, the new scheme received approval from the ICAEN. To keep the project running while the financial situation was being sorted the preparations for the audits have continued in order for the launch to be ready as soon as the funding was secured. At the end of the interim period the financing of the first year of the vanpooling measure has been secured, a meeting with Transport Department has to be organised in order to find resources to cover year 2 and 3 of vanpooling operation. To handle the situation with the taxi provision a strategy with the president of CCB (also president of MCB) is under discussion in order to promote the creation of an area for joint provision of taxi services in the Bages County.

Network participation

Several meeting has been held between the involved actors to ensure the implementation of the measures. Since the LTPN will be launched in May 2010 the companies in the LTPN area are not yet fully incorporated in the TP+ project

LTPN Communication and dissemination


As the Bages LTPN and the surveys and awareness campaign has not been officially launched, just the following preliminary activities (for launching preparation) have been performed:

- 3 individual meetings with local companies
- 2 meetings with trade unions mobility representatives
- 2 municipalities contacted
- 2 meetings with regional government representatives (in order to get information on current subsidies for mobility measures)

3.6 Summary

Each of the implementation sites has defined site specific objectives and targets. They have selected the type of LTPN to implement; at present these are restricted to Area Travel Plans which are formal in nature but do not receive funding from the organisations involved, though staff time and ‘in kind’ contribution do resource the implementation. A number of the sites focussed on commercial businesses are considering a move towards a Transport Management Association, where organisations pay dues to support LTPN activity, if achieved this will provide longevity beyond the TP+ project. Each site has defined the LTPN structure and are now implementing or preparing to implement an LTPN.

The implementation of the LTPN in Stockholm and Bages has been delayed by several months. At the demonstration in Stockholm there has been problems related to the roles and responsibilities. The SRA tried motivate personnel at LFV and Cargo City during the first three months of the implementation, but could not achieve much on the site since they had no authority. The enforcement of the CO₂ cap from the beginning of


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2011 and the new Person responsible for TP+ at LFV have created a new platform for the project and even with the delays it seems like the implementation of measures will start during spring 2010. The active role of the LFV group in the project will improve the implemented measures and ensure longevity of the project beyond the lifetime of TP+ project.

At the Bages site the cause of the delay has been the financing of the vanpooling scheme. The first proposal for the ICAEN was deemed to expensive and a new scheme had to be prepared in order to secure financing for the first year of the vanpooling scheme. The new scheme for the vanpooling measure was accepted by the ICAEN and the LTPN contract was signed in March. At the end of the interim period the financial issues had been sorted and preparations for mobility audits had been made. By the end of March the preparations for the launch of the LTPN was finalised. There had been some issues with the Mobility Consortium Bages who initially considered the LTPN a competing scheme. To deal with this issue a meeting was held wit the MCB to further explain the project which changed there attitude and the LTPN will now be included in the MCB.

The implementation in Cambridge and Györ has in overall proceeded according to work plan. The main deviation in Cambridge has been the delays of the opening of the guided bus way. The Team responsible for TP+ at the Cambridge site has continued a frequent dialogue with the responsible for the bus way to follow proceedings. The mobility work has focused on wide range of areas at the Cambridge site and promotions and measures has started in cycling, car sharing, public transport. The communication and dissemination is working and channels for communication have been established. The TP+ newsletter is issued once a month and the website is ready to be launched. There were initially some problems with engaging members in the steering group but active dialogue with management on site has ensured participation from key actors.

The first half of the interim implementation period in Györ mainly focused on creating support and arranging meeting for the implementation of measures. Campaigns and promotion of campaigns were made during March. April will be dedicated to evaluating the first stage of the implementation. The main focus of the implementation in Györ has been dissemination of mobility work in schools through campaigns and lectures in classes.

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4. LTPN interim evaluation results

4.1 Introduction

4.1.1 Context of the preliminary evaluation results

In this chapter, a synthesis of the evaluation across the four LTPN sites is made, comparing the results of all sites and stakeholders with each other and assessing whether the expectations -as stated in the previous section- have changed.

It should be noted that due to the fact that all LTPNs have only recently been launched, or will be launched shortly, and the work done so far has had limited impact, it is hard to foresee the potential and impacts in the longer term. Since the demonstrations have not yet led to any / limited quantifiable data, this chapter describes the implementation activities and first results based where available on the work done so far.

The evaluation distinguishes between external developments, operational, financial, political, energy and socio-economic impacts. The overall conclusions and initial recommendations will be described in the chapter five.

4.1.2 The LTPN evaluation methodology

The evaluation methodology used in the TRAVEL PLAN PLUS project is described in detail in deliverable 5.1 and consists of the following elements: operational impacts, financial impacts, political impacts energy impacts and socio-economic impacts.

The first two elements are measured for all demonstrators involved. They give insight into the effects of the LTPN measures for the different stakeholders involved, as well as the implementation process. The political assessment focuses on the management reasons to participate. This activity therefore has a descriptive character.

The energy assessment focuses on the question as to whether a reduction of 10% in transport energy use -at each site- has been achieved by the end of the project and if a modal shift of 15% from single occupancy car use for each site has been achieved by the end of the project.

The socio-economic assessment includes the overall effects on for example CO₂ emissions, fossil fuel dependency, congestion and safety. It thus addresses the benefits for the European society as a whole.


The outcome of the final individual site evaluations will be compared across implementation sites and held against evidence collected in WP2 of how existing LTPNs in for example the US have performed. This enables the effectiveness of the LTPNs to be realistically evaluated and demonstrated. The lessons learnt are captured and included in the Implementation Guide (D6.2), thus making it easier for future implementers to evaluate their own LTPNs.

4.1.3 Evaluation indicators

The following table provides an overview of the general TRAVEL PLAN PLUS indicators, which are used by the site-leaders to assess the impacts of the travel plan services. Site-specific elements are added if needed to support the collection and analysis of the data needed. It is important to realise that the focus is not only on quantifying the behavioural changes, such as the number of motorised kilometres, energy-use or CO₂ emission levels. It is also important to study why changes have taken place. This means the data collection also includes reasons for participating in the LTPN / the changes in behaviour.

Table 4-1 TRAVEL PLAN PLUS evaluation indicators

External assessment	Transport supply	<ul style="list-style-type: none"> - changes is the availability of pedestrian and cycle routes - changes in the availability of public transport: - changes in parking facilities - changes in shower and changing facilities etc.
	Person-related factors	<ul style="list-style-type: none"> - changes in gender / age - changes in average distance to work (km)
	Are related factors	<ul style="list-style-type: none"> - changes in economy - changes in employment conditions - changes in political situation
Operational Assessment	Awareness of services	<ul style="list-style-type: none"> - number of TP information meetings - number of posters at workplace, leaflets, articles, publications - number of people (employees, students.) - number of people (%) that are aware of the TP meetings - number of people (%) attending the TP meetings - number of people (%) aware of the services (alternatives) offered - number of companies (%) that are aware of the LTPN
	Acceptance of services	<ul style="list-style-type: none"> - number of people (%) tried the services offered - number of people (%) that are satisfied with the services offered - number of people (%) that have changed their travel behaviour - number of contacted companies - number of companies (%) that are positive towards a LTPN - number of companies (%) that have joined the LTPN - number of companies (%) that are satisfied with the services

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Financial Assessment	Costs and benefits of services offered	<ul style="list-style-type: none"> - investments in physical measures (€) - costs of mobility services (€) - costs of promotion (€ & personal efforts) - direct benefits (€) for the individual stakeholders
Political assessment		<ul style="list-style-type: none"> - management decisions to take part in LTPN (qualitative reasons) - number of companies (%) including business trips in travel plan - additional funding (€) generated by LTPN - media coverage of LTPN area as sustainable travel destination
Energy assessment	Direct impacts	<ul style="list-style-type: none"> - reduced vehicle kms per year - reduction in energy use (Litres of petrol / diesel)
Socio-economic assessment	Indirect impacts	<ul style="list-style-type: none"> - reduction in CO₂ emissions - reduction in number of accidents / fatalities - reduction on congestion (traffic jams: kms or hours) - benefits for society as a whole (€) – for instance health benefits

4.2 Cambridgeshire, UK


4.2.1 External assessment

Political

National policy: There is much national policy to promote and facilitate the development of travel plans in all contexts including (in most parts of the UK) a legal requirement to produce travel plans for new building developments (both workplace and residential). The UK Department for Transport has supported this project and the national Highways Agency is a match funder of the project and is actively taking part in the local project board.

Local policy: The local government authorities are very positive in their promotion of workplace travel planning; indeed the UK implementation is being managed by the Cambridgeshire Travel for Work Partnership which was established by several of the county's local authorities and other agencies over 10 years ago. The authorities have embraced the concept of LTPNs and its involvement in TRAVEL PLAN PLUS and we hope that TP+ will influence and improve future policy in this area.

Organisational: The companies and the management agents in the TRAVEL PLAN PLUS area are mostly aware of the concept of workplace travel planning, even if they have not yet been motivated to embrace this. The arrival of TP+ has for the most part been seen positively by smaller organisations especially those who do not have the resource to devote person hours to such projects.

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Economic

Economy: Whilst Cambridge remains largely immune from the national and international recession two smaller companies in the TP+ area have suffered losing staff and in one case closing down the Cambridge office. This is not a major factor for the project at this stage.

Transport supply:

Cambridgeshire Guided Busway: Was due to open in November 2009 (the original opening date was January 2009). The busway will directly serve the TP+ area linking it to the Cambridgeshire market towns of St Ives and Huntingdon. Due to the delay and the now public disagreement between the Council and the contractor, there has been negative publicity surrounding this project. Promotion of bus use in general is therefore currently somewhat difficult as there is a credibility issue. It now seems possible that the busway will not open in time to affect modal change during the lifetime of TRAVEL PLAN PLUS.

There is also a cycle track alongside the busway. Whilst this too remains officially unopened it is being used by cyclists and walkers and this may influence the number of people cycling or walking to work.

Real time bus information Bus Stop signage: TP+ had encouraged the County Council Signals team to bid for funds from 'Section 106' planning funds to provide real-time bus information at the bus stops serving the TRAVEL PLAN PLUS area. After allocation of funds it was discovered that some 'double counting' had occurred. This will have some effect on this project; to date we do not know what this effect is. However, the Cambridge team is hopeful that this will still go ahead during the lifetime of TP+ and be a very visible improvement for the bus stops and will assist the promotion of buses to the area.

4.2.2 Operational assessment


The TP+ travel plan at Cambridge is up and running with significant initiatives underway and at advanced planning stages.

A Project Board based at the County Council has been established to provide governance for the project. And an active Steering Group has been established on site and is meeting monthly.

On site offices (the Commuter Centre) has been set up and two members of staff (a Travel Plan Coordinator and an Administrator) have been appointed to run the project and manage the centre).

Anecdotally the Cambridge team report an increased awareness of TP+ and what the local project is doing – it has not been as necessary to explain the project to people as often as previously and the number of enquiries from commuters is increasing!

A travel survey of the site achieving a 21% response rate was undertaken in October 2009. In addition an in depth traffic count was also commissioned. The benefits of the

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traffic count are currently being assessed and a decision will be made on how important it may be to repeat this.

Home postcodes of 40% of employees on site have been mapped. This together with the survey results gives vital information to be able to judge where potential modal shift may come from. 'League tables' of the participants in the TP+ survey have been produced and the site team will be learning from good performers and targeting support at organisations that could be achieving better modal figures.

Several LTPN area-wide commuter and employer meetings have been organised and undertaken (see table below). The TP+ team has visited 7 organisations to run commuter information sessions.

A Bicycle User Group (BUG) has been established, meeting for the first time on 21 April when @25 cyclists attended. The Cambridge Team is accessing funding from another local project, called Cycle Cambridge, to fund this.

Time for completion of project tasks The project team has high-lighted from commencement of the project where tasks have taken longer than planned for. For example recruiting both the project co-ordinator and administrator were time consuming as we had to follow strict recruitment procedures of the County Council. This and other procedural issues led to a delay in starting up the project on site and its on-going implementation. A recommendation is for project managers to be generous with their time allocations for the project set-up tasks

Table 4-2 Cambridge Indicators report of March 2010

<p>Number of TP information meetings: 3</p> <ul style="list-style-type: none"> - Commuter Showcase Event (Nov 09) - Travel Plan Safari Event (Jan 10) - Bicycle User Group (Apr 10) <p>Number of posters at workplace, leaflets, articles, publications:</p> <ul style="list-style-type: none"> - 100+ posters distributed to organisations advertising the Commuter Choices Showcase Event - 183 x 2 times emails regarding the TP+ Branding Competition - 183 x 3 times email invites to area employers inviting them to the Commuter Showcase Event - 183 x 3 times email invites to area employers inviting them to Travel Plan Safari Event - 183 x 3 times email invites to area employers inviting them to Bicycle User Group - 50 telephone personal telephone calls to organisations reminding them about the Travel Plan Safari Event - BBC Cambridge radio live interview regarding the Travel Plan Safari event - BBC Cambridge radio live interview regarding the TRAVEL PLAN PLUS and how BBC will be involved - Star Radio recorded interview regarding the Commuter Choices Showcase event - Press release on Commuter Choices Showcase event issued to all local media - Press release on Travel Plan Safari event issued to all local media (picked up by Huntingdon Post!) - Events publicised on various networks including: Chamber of Commerce, Cambridge Network, Cambridge Science Park web site, St John's Innovation Centre web site

Number of people: 7,500 approx across site

Number of people (%) that are aware of the TP meetings:

21% (based on the number of people responding to the Annual Travel to Work Survey)

Number of people (%) attending the TP meetings:

- **Commuter Choices Showcase:** 50 employees (0.7%) This event was promoted and included the attendance of one of the new guided buses. Unfortunately two days before the event the County Council announced that the latest postponement of the opening of the busway. The bus company decided therefore not to send a bus to the Commuter Showcase. We had to inform the area that the bus was not coming and it appears many people thought the full event had been cancelled. However there was a very positive response to the event from those that did attend.

- **Employer Travel Plan Safari:** 19 employers (0.25%). This was overwhelmingly well received by the employers attending

- **Promotion Roadshows at employers** – the administrator has undertaken 4 ‘open’ meetings at employers to promote lift sharing and other modes of sustainable transport – another 3 have been arranged.

Number of people (%) aware of the services (alternatives) offered:

Not collected at this stage of implementation

Number of companies (%) that are aware of the LTPN:

- All employers in the TP+ area are receiving TP+ newsletters and invitations to events. It would be fair to say therefore that approaching 100% of companies are aware of TP+ and the network.

Number of people (%) tried the services offered:

- Car Sharing (CamShare): 150 registered commuters on the website

- A number of employee services are currently under development and include: pool bike initiative, bicycle user group, "try it challenge" including bus travel initiative. These initiatives to be implemented over the coming months (March to June 2010)

Number of people (%) that are satisfied with the services offered: Not collected at this early stage of implementation

Number of people (%) that have changed their travel behaviour: Will be collected at next Travel survey in October 2010.

Number of contacted companies: 183

Number of companies (%) that are positive towards a LTPN: 17 organisations attended the inaugural meeting in September 2009; 30 organisations took part in the 2009 Annual Travel survey and will receive personal feedback from TP+ team and most will be visited to encourage engagement with project. We will decide on how we measure satisfaction for deliverable D5.3

Number of companies (%) that have joined the LTPN: 11 organisations are on the LTPN Steering Group. All 183 companies are de facto members of the LTPN by being located in the area.

Number of companies (%) that are satisfied with the services: Unknown so far

4.2.3 Financial assessment

The kudos of achieving EU project funds has been most beneficial in allowing the Cambridge site project to generate additional monies and thus expand the work from that originally planned under the project budget, including significant resources from funds associated with the planning process.

The EU grant and matched funding would have allowed for the employment of a travel plan coordinator alone, with no funding for materials or offices.

The additional funding has allowed the recruitment of a full time staff administrator, the setting up of an on-site 'commuter centre' (which is proving vital to the success of the project) and the encouraging possibility to extend the project beyond the life of TRAVEL PLAN PLUS – possibly for up to a year. Such an extension will hopefully give the project time to secure a funding arrangement that will see it continue into the future.

The total annual budget for 2010-11 Cambridge TP+ is €114,500

Table 4-3 Financial contributions to project

EU Contribution (as per project agreement with EACI IEE)			€103,972
match funding ¹	Highways Agency	£26,600	€34,657
TOTAL EU PROJECT BUDGET			€138,629
ADDITIONAL FUNDING	GRANT from S106 (Planning contributions)	£146,154	€206,250
	EEDA	£7,500	
	Cambridge shire Horizons	£5,000	

The Cambridge project has also been successful in securing 'in kind' contributions and funding from other, associated projects. See detail in table below.

¹ Exchange rate at time of grant implementation used, where £1 = €1.3


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Table 4-4 Cambridge In kind and additional funds to April 2010

<p>Investments in physical measures (€):</p> <ul style="list-style-type: none"> - €2, 552 2 x pool bikes and associated equipment - (funding received from County Council Road Safety Team) - €1,997 Cost of improvement in cycle access gate to Cambridge Science Park - (funding received from Cycle Cambridge Project) <p>Costs of mobility services (€): No mobility service up and running at this stage.</p> <p>Costs of promotion (€ & personal efforts):</p> <ul style="list-style-type: none"> - Materials & Expenses: €1,452 (promotion of the 2 TP+ events and room hire) - Personal Effort: Local Project Board – members are not charging their time to the project - Meeting rooms and refreshments - €1760 - Rent for Commuter Centre - €1670 - Internet Access for Computers - €780 <p>Direct benefits (€) for the individual stakeholders: This has not been calculated at this early stage of implementation</p>
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4.2.4 Political assessment

On the whole Cambridge are pleased with the levels of engagement from both companies and stakeholders at this stage of the project. The local team hopes to report substantial quantitative evidence of increased engagement by the end of the project e.g. numbers of companies taking part in the annual survey and the numbers applying for a TfW Travel Plan Award.

It has been quite difficult to engage the Steering Group with development of the network travel plan. They have not be able to respond in detail to requests for feedback on drafts of the plan produced by the TP+ team, mostly for understandable reasons of being 'too busy'. In retrospect the team think that the Steering Group was asked to do too much too soon and this was somewhat imposing on busy working lives. The team acknowledge that this was not productive at time when they were also trying to win over the Steering Group members to the aims of the project.

The Steering Group was, however, able and willing to engage with immediate and pressing issues and members are grateful to have a forum to express these concerns. Where the TP+ team has been able to facilitate movement (e.g. with regard to car speeding issues on the Science Park and facilitating a cycle access improvement) this has been very positively received.

A learning point here would be for an LTPN team to deal with pressing issues for the Steering Group to gain credibility. At the same time the team should develop a network travel plan. Over time it should be possible to encourage more engagement in the plan's development as the Steering Group becomes more 'au fait' with its role and has more

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idea of how facilitating sustainable and healthy access to an area helps with the economic prosperity of the businesses in that area.

4.2.5 Energy assessment

Changes in vehicle kms and in energy use will be assessed in October 2010 following the next Travel Survey. No effects of the LTPN can be assessed at this moment. Based on the targets set for energy reduction we hope to report positive findings in full energy assessment in deliverable D5.3.

4.2.6 Overall assessment

The TP+ project in Cambridge is gaining momentum following a slower than anticipated start. In the first part of 2010 there is much greater interest from employers and other stakeholders than was evident at project launch in November 2009. However there is also some apathy towards some of the initiatives, e.g. the attempt to get a car share club on site has not had any firm response to date.


Our initial conclusion, however, is that this project will be very successful in the medium term and will prove to be a most cost-effective investment of resource.

Targets - We are hopeful that we will see a reduction of @6% in drive alone commuting into the area. There are a number of exciting measures being developed at the current time and provided these are successful we should see some positive shifts in mode by after the next travel survey.

We are not certain however that we will meet the emission reduction targets within the lifetime of TP+, although this may be possible beyond the project close.

Extension of Project Scope – We have secured funding until August 2011 (just beyond close of the IEE TP+ project). By this time we hope to have shown good success and to have established a mechanism for funding the project into the future. As stated above Cambridge has also secured funding from planning funds associated with new developments in the LTPN area. This will mean that the project can extend beyond August 2011, provided the local project board feels this worthwhile.

Repeating the process – Cambridge TP+ team (The Travel for Work Partnership (TfW)) has now gained much relevant experience and expertise from the development and implementation of TP+ and feels able to use this learning to repeat the process to develop further LTPNs. The funding precedence associated with the Cambridge site, where for the first time planning funds have been used to fund staff costs, can, they believe, allow further LTPNs to be developed at relatively modest cost. This will hopefully be seen by local authorities as a most cost-effective way to achieve significant behaviour change and will be picked up locally with policy change, and perhaps nationally. (A caveat here is that the method of securing planning funds from developers in the UK is changing and it is not clear yet if this will affect access to funds such as those secured by the Cambridge team).

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There is also potential for LTPNs to be used in new mixed developments where residential, school and workplace travel plans could be combined in an LTPN for a new development.

The County Council is currently re-drafting its Local Transport Plan that will plan transport provision for the County from 2011-16. The Cambridge TP+ team has made recommendations during the consultation period for the TP+ model to be facilitated and repeated.

4.3 Stockholm, Sweden

4.3.1 External assessment

Political

National policy: The concept of travel plans is still novel in Sweden and there is little national policy in the field.

However, a significant motivation for this area to be involved in a LTPN is due to the airport's environmental permit and 'emission cap' for CO₂ emissions (which includes staff travel to the site). The Swedish Supreme Court has decided that the Environmental Court's decision on the CO₂ cap for Arlanda airport will be enforced from the beginning of 2011. And from 2016 the airport is committed by law to keep within this specific limit. The limit has already been exceeded in 2007 and 2008


Local policy - The responsible municipality has two persons represented in the project steering group and the project enjoys support at the local level. The level of enthusiasm at the local level was quite low while the project was not developing at the expected rate between November and February. However, the appointment of a new Public Transport Manager and the recent TP+ theme day raised the level of enthusiasm. This may prove important for the longevity of the project.

Economic

As the Zero State Analysis was conducted in November 2009, the financial crises should already had a negative effect on commuter travel volumes to Cargo City. Therefore, differences in energy consumption in the final evaluation should not result from diminishing work travel. However a quick economic recovery could result in a growth in work travel and affect the overall energy consumption. A growing economy usually correlates with an increase in car ownership which could have a negative impact on the possibility to reach the targets.

A new company Spirit Cargo is in the process of moving into the area.

In the longer term by 2012 two additional freight terminals will be realised at Cargo City, which will then have a total area of 150,000 sqm and thousands of staff.

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Transport supply

There have been changes in the transport supply for employees on the night shift since the start of the project. SL operates the 592 between Märsta and Cargo City, once an hour between midnight and 4am. Märsta can be reached by night buses from Stockholm Central Station. There is also a direct night bus connection between Stockholm Central Station and Cargo City, bus 593 that operates once an hour. A night service for employees living in Uppsala is provided by UL and runs every 30 minutes except for between 2 and 3 am. The public transport during the day time is sufficient; bus 583 operates Märsta – Cargo City 4 times an hour. The improved night services may affect the modal split for employees on the night shift, however, according to SL there are only a few people using the public transport at night.

4.3.2 Operational assessment

Ground work for the launch of the LTPN at the Cargo City Site is currently underway. The Project steering group have had regular meetings throughout the project.

The initial contact with the companies occurred during the travel survey for the Zero State Analysis. Consultants, WSP, were contracted to undertake the survey and informed the Environmental Manager at LFV, however information was never passed on to the companies. Employees' first information about the project was when they were stopped at the security gates and asked to answer questions. 254 responses to the travel survey were received from a workforce of 650 employees.


After initial reluctance all employee home addresses have now been received by the Stockholm team and plotted on a map. This has been matched with layers of public transport connections and cycle routes; to establish the possibilities for cycling, public transport and lift sharing. The addresses retrieved from the travel survey also contain information about mode of transport which is very helpful in estimating the potential for shifts in modal split.

The results from the GIS plotting will be presented to company representatives at a meeting scheduled for the end of April. One of the biggest employers at Cargo City has already declared willingness to subsidise public transport passes for his employees if this means they will switch mode of transport.

In the first stage of the implementation the focus will be on quick win measures in order to reach the targets set in the project and for the LFV group to reduce emissions from the airport before 2011. The measures initially will therefore focus on promoting the existing public transport.

Staff changes

The staff changes at the LFV Group created delays in implementation. The new person responsible for the project at LFV has taken much more interest in the project and managed to involve the companies. Since he is responsible for public transport at the site his involvement and dedication may prove very important and since his appointment in February 2010 the project has taken a huge step forward. With the LFV group taking

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a much larger responsibility in the project is more likely longevity of the project will be secured.

Table 4-5 Stockholm Indicators report of March 2010

<p>Number of TP information meetings – 2</p> <p>Number of posters at workplace, leaflets, articles, publications 1 post on the Arlanda airport intranet</p> <p>Number of people (%) that are aware of the TP meetings: <i>The travel survey for the ZSA was answered by 254 employees</i></p> <p>Number of companies (%) that are aware of the LTPN: <i>Enough to represent more than 80 % of the workforce</i></p> <p>Number of contacted companies: 17 companies was contacted during the travel survey</p>
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4.3.3 Financial assessment

At this stage the main contributor to the LTPN has been the Swedish Road Authority, who funded the work with the zero state analysis. The SRA has employed consultants WSP to work on its behalf in the project, and function as travel plan coordinator.

There has not been any investment in physical measures at this point of the project. There are still issues regarding the financing of the implementation measures that need to be addressed.


When the steering group met with the company representatives on the 24th of March, one of the major employers said that he would reimburse subsidised public transport because their employees have asked for it.

There is a public transport subsidy available for staff employed by the LFV group; the card gives heavy discounts on all modes of public transport available. This card is not available for the staff at Cargo City since they are employed by other companies. At the moment there are ongoing discussions about expanding the offer to include the employees working at Cargo City.

SL have so far in the project been reluctant to offer free trial passes to employees since they only have a limited amount available and these are tied up in other projects.

There is an ongoing process to incorporate UL, the public transport company that services Cargo City in the project. This will hopefully result in additional resources to fund public transport promotion measures. UL has a project running during 2010 that aims at promoting public transport to companies, this provides potential benefits within the frame of the TP+ project.

There is no need at this stage for investment in new infrastructure to improve cycling since the bike access from neighbouring town Märsta is good.

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4.3.4 Political assessment

CO₂ cap

The decision to enforce the CO₂ cap on Arlanda means the airport, has to take action. This could prove valuable impetus for the implementation of the LTPN. However there are still uncertainties about what will actually happen when the CO₂ cap is enforced. The usual procedure for the Environmental Court is to induce a fine. If the amount of the fine was set in advance it would be easier to motivate why potential measures are cost effective. The cap has however created an *incentive* for the companies to participate in the LTPN regardless of the outcome of the Environmental Court decision.

Organisational - Travel Plans are still an uncommon practice in the Swedish context. Some of the companies have been sceptical due to the lack of communication during the travel survey for the ZSA. A meeting with the companies during the TP+ theme day cleared a lot of the questions around the project and the companies recognised the importance of working with employee transport in order to keep the emission below the CO₂ cap.

Initially communication with the site was a problem. Neither the companies nor the manager at Cargo City was informed about the project. This became obvious when WSP was contracted to do travel survey. The lack of communication created misunderstandings between the SRA and the LFV Group and these misunderstandings was not dealt with until the original Environmental Manager left his position and the SRA and the LFV Group held a meeting to clarify each others' roles and responsibilities. During the meeting the LFV Group informed the SRA that they were going to employ a new Public Transport Manager that would be responsible for the TP+ project.

The new Public Transport Manager was informed about the project was and immediately a decision made to host a workshop at the end of March to get the project going and further present the project to the company representatives at Cargo City.


The LFV group communicates all information about changes in the LTPN area through e-mails from the public transport manager to the SRA.

Representatives from new company, Spirit Cargo, will be part of the TP+ work group that is being formed by the companies at Cargo City.

4.3.5 Energy assessment

Since the LTPN is not operational yet, no measures have been implemented at this stage, therefore there have been no changes in energy and emissions rates since the ZSA. A full energy assessment will be provided for D5.3.

Based on the GIS plotting and previous experiences of similar measures in Sweden, the 10% reduction in energy use should be achievable. Since the new Public Transport Manager became responsible for the project at the LFV Group there is a now a mutual determination in the steering group to reach the energy reduction target.

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4.3.6 Overall assessment

The LTPN at Cargo City has been severely delayed. Changes in personnel at the LFV Group caused the project to halt for several months between November 2009 and February 2010. However this might have been a vital change for the LTPN, since the new person responsible for TP+ has taken much more interest in the project and is determined to reach the 10% reduction in energy use. The new engagement from the LFV Group in the project is very important for the longevity of the project. Because of the delay the focus at this stage will be quick win measures.

Major changes in bus supply are unlikely at this stage, since the supply is adequate; the focus will therefore be promotion of existing public transport and cycle measures. The GIS plotting showed a large concentration of employees in the neighbouring town of Märsta which should make cycling an attractive option.

Given the new enthusiasm for the project and the focus on quick win measures the target of a 10 % reduction in energy use should be possible to reach. It is yet to be decided who will provide the financial input for the personal travel planning and the subsidies for the public transport.

The ground work for the implementation has been done, information about employee addresses have been retrieved and cost and design of staff travel planning and public transport subsidies have been identified. The companies at Cargo City have been informed and agreed to set up a group to work on staff transport.

The enforcement of the CO₂ cap from the beginning of 2011 will work as incitement for the LFV group and the company representatives to work with staff transports. It is true to say, however, that the LFV did know from the beginning of the project that the CO₂ Cap was likely to happen. Even so they were initially reluctant to take an active part in the project. This shows the importance of individuals in such projects who can act as champions or barriers to success.

Targets


A reduction of energy by 10% from commuter travels should be achievable. The focus will be “quick win” measures.

Extension of Project Scope

The CO₂ cap at Arlanda is unique and it may prove difficult to create impetus for LTPNs at other sites in Sweden. If the Cargo City LTPN proves successful the concept might be transferred to other areas, and the initiator is likely to be the SRA within the frame of the mobility management project that runs in the Stockholm region.

The Travel Plan concept is still new in the Swedish context and there is a lot of ground work to be done to in order for companies to realise the benefits and importance of working on staff transport.

The lack of legal requirements for travel plans associated with planning permissions (such as Section 106 in the UK) does not provide any incentive for companies to take a larger responsibility for staff transport. Staff travelling longer distances to work by car also enjoy a tax relief that is more lucrative compared to travelling on public transport.

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This tax relief only applies to the driver which make lift sharing a less attractive option (the average occupation for work trips is 1,13 according to the national travel survey).

4.4 Gyor, Hungary

4.4.1 External assessment

Political

National policy: There is not too much national policy to promote and facilitate the development of travel plans in all contexts (e.g. via the planning process).

Local policy: The local government authorities are not very positive in their promotion of travel planning. This will be the first travel plan for the town. The educational sites have been chosen because the municipality owns and administers the schools and therefore has power to achieve the goals of the project.

Organisational: The schools and the municipality in the TRAVEL PLAN PLUS area are very positive in their promotion of school travel planning as the ideas fit with their interest in environmental education.

Economic

The Economic situation is probably having the least effect in Gyor's schools as education must occur no matter what is happening in the economy.

Transport supply

Real time bus information and ticket purchase at Bus Stop and on board.

This project will have some effect on the TP+ project. However the evaluation of this project will be completed at the same time as the TP+ project. Therefore it will not be possible to see what effect it has had. However, the Gyor team believe that in the long term this project will have an positive impact for the LTPN area and sustainable mobility.

Bicycle service development

- New parking places will be implemented in the intermodal interchange of the city centre next to the train and main bus station.
- The cycling network will be improved in the city centre.
- Additional environmental (and sustainable mobility) awareness raising campaigns will be organised for schools (e.g.: Mobility week)
- New bicycle rental for schools in the Elisabeth Park; free of charge and with "rule of the road" lessons.

4.4.2 Operational assessment

The LTPN in Gyor is fully operational and a lot has been done so for:

1. Active Steering Group has been established on site and is meeting every 3 months and before every event organised for TRAVEL PLAN PLUS project.
2. Travel Plan Coordinator and leaders of schools help and manage the project.
3. the Gyor team has prepared questionnaires for schools to analyse their travel behaviour.
4. An environmental website (www.kornyezetbaratgyor.hu) for the City of Gyor has been launched, that includes a description of TP+.
5. The team has implemented a bicycle rental system in a park for students.
6. The Gyor team has involved more than 7 schools in a Cycle to School campaign.
7. Sustainable mobility lessons have been organised for schools inside and outside the LTPN site.

Although teachers are working very hard to raise the environmental awareness through education in the schools, parents are resistant to change.

However, a further three schools and a number of civil organisation have already joined the four LTPN schools and TP+ steering groups and are actively involved in an environmental awareness campaign which encompasses sustainable travel choices. Furthermore TRAVEL PLAN PLUS project will be introduced for other international project partners, whom are related to environmental protection, mobility or education (e.g.: promotion, Comenius project partners of the city of Győr) This is a positive impact of TP+. However monitoring and evaluation will be restricted to the 4 LTPN schools where there is zero-state data for TRAVEL PLAN PLUS. The new schools are the 2nd generation of the LTPN, who are actively involved in the environmental awareness rising campaign..

Table 4-6 Gyor Indicators report of March 2010

Number of TP information meetings - 2:

- Mobility week (September 09)
- Chair of the general assembly and the local commissions (Jan 10)

Number of posters at workplace, leaflets, articles, publications:

- 300+ posters advertising Cycle to School Event
- 300 "breakfast" motivate to participate Cycle to school program
- 300+ posters and small presents for students with the TP logo and website advertising Cycle to School program and TP.
- 56 (number of local schools) x 3 times email invites schools to participating in "most sustainable mobility school award" organised on the Mobility Week.
- Radio 1- interview regarding the Cycle to School event.
- Radio 1 - interview regarding the Bicycle rental open.
- Revita TV- interview regarding the Cycle to School event.
- Közélet weekly newspaper- Press release regarding the Cycle to School event
- And Bicycle rental program.
- Kisalfold- Press release regarding the Cycle to School event

And Bicycle rental program.

-m1 TV- Press release regarding the “Have breakfast before Cycle to School” event

Number of people: 2.000 approx across site

Number of people (%) attending the TP meetings:

-Municipality site : 2 people

-Local authority (road organisation site) : 3 people

- Environmental protection organisation site: 2 people

- Civil organisation site: 5

-School leaders: 5

Number of schools (%) that are aware of the LTPN:

- All students in the TP+ area are receiving news about programmes.

Number of people (%) that have changed their travel behaviour : Will be collected at next Travel survey in November 2010.

Number of contacted schools: 10

Number of companies/schools (%) that are positive towards a LTPN: 10.

4.4.3 Financial assessment

Project Funds:

Table 4-7 Gyor.Financial contributions to project

EU Contribution (75%)	€44 571
Municipal contribution (25%)	€14 856
TOTAL EU PROJECT BUDGET	€59 427

The project has also been successful in securing ‘in kind’ contributions and benefitted from funding of other, associated projects. See detail in table below.

Table 4-8 Gyor ‘in kind’ and additional funds

Investments in physical measures (€):

- € 3 597 Reconstruction of the Bicycle rental (funding received from Groupama Insurance Company)

- €2 000 000 Cost of improvement of public transport services (National funding, Municipal budget,


- Budget of the Public transport company (National funding, Municipal budget)

- €35 971 Improving bicycle parking facilities (Municipal budget)

- € 179 800 Improving bicycle network (Municipal budget)

- **Personal Effort:**

Organising program for students for free of charge (5 days long -3 people)

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4.4.4 Political assessment

Developing the Network Travel Plan – Steering Group

Gyor has on the whole been pleased with the levels of engagement from both schools and stakeholders at this stage of the project. We should hope to report substantial quantitative evidence of increased engagement by the end of the project e.g. numbers of schools taking part in the annual survey and the numbers applying for a Cycle to School Award.

At the local authority level we hope that TP+ will have some influence on policy development in the travel plan field. The Municipality of Gyor has prepared its local cycling, public transport, parking strategy and mobility strategy for the city centre in the last two years. However although these documents are in accord with the goals of TP+ and sustainable mobility, they do not promote travel plans at present.

It has been quite difficult to engage the Steering Group with development of the network travel plan. They have not been able to understand, what TP+ exactly means and what the benefits will be. Travel plans are quite unknown in Hungary even for the road organisation and authorities. The involvement of these organisations in TP+ is complicated because they are independent from the municipality and they find it difficult to participate with this novel project, especially given other commitment within their existing remit. All this makes establishing an LTPN in the City of Gyor is a huge challenge.

The involvement of schools and civil organisations was much easier. They are interested in the project and see the benefits. They have been very cooperative for example with filling in questionnaires and participating in meetings and actions.

4.4.5 Energy assessment


Changes in vehicle kms and in energy use will be assessed in October 2010 following the next Travel Survey. No effects of the LTPN can be assessed at this moment. Based on the targets set for energy reduction we hope to report positive findings in full energy assessment in deliverable D5.3.

4.4.6 Overall assessment

The TP+ project in Gyor is gaining momentum following a slower than anticipated start. In the first part of 2010 is seeing a much greater interest from schools (school leaders, teachers and students) and other stakeholders than was evident at project launch in March 2009.

The Gyor team's initial conclusion is that this project will be very successful in the medium term and will prove the mobility situation not only in the LTPN site but in the town hall.

We are hopeful that we will see a reduction of @3% in drive alone commuting into the area. There are a number of exciting measures being developed at the current time. We are not certain however that we will meet the emission reduction targets within the lifetime of TP+, although this may be possible beyond the project close.

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The strategy department is already rolling out the concept to other schools and shall be recommending to the leaders of the municipality that the TP+ model is repeated in other or larger areas.

4.5 Bages, Spain

4.5.1 External assessment

Political

As with Stockholm and Gyor there has been no culture of travel planning in Catalonia or Spain until TRAVEL PLAN PLUS. This has obviously made 'selling' the concept of an area travel plan network difficult. There has been resistance from local companies which has delayed the launch of the LTPN. In response the Bages team has now adopted a more 'hands-on' approach and is now undertaking 'travel audits' that will assist in developing measures and to increase organisations' awareness of TP+.

Economic


The current economic crisis has been affecting the activity of most of the companies in the Bages site (most of them related to car manufacturing industry) and employment conditions. From December 2007 to December 2009 the unemployment rate in Bages increased by 134%. Companies in the County affected by workforce restructuring increased from 12 in 2007 to 178 in 2009, affecting 5.634 employees (around 10% of the total active population in Bages). Industrial GDP in Bages decreased by 4,86% during 2008.

Transport supply

Bus Transport

Although the LTPN area is very badly served by public transport (buses/trains), there has been some increase in service frequencies of existing bus routes, and some new bus stops have been installed in the area. As they are very recent changes, detailed information is not yet available. Data on new bus stops location and new schedules has been requested from transport operators. Despite restrictions on the expansion of bus services the TP+ team will continue to make efforts to influence provision through lobbying and building relationships with providers.

Taking into account the current situation no major improvements are foreseen during the project duration. Nevertheless, it is foreseen within the pack of measures of the LTPN, to perform an information campaign for employees of companies located nearby the new bus stops or where more convenient bus schedules have been implemented, in order to promote the modal shift to public transport. In addition we plan to contact Transport operators of the area (Alzina Graells, Castellà and Transbages) in order to analyse which kind of service improvements could be implemented. Nevertheless, all changes have to be approved by the Catalan Government and they will be approved, if

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transport operator clearly demonstrates that these changes will not increase significantly the current deficit of the service.

Public transport fares have been integrated across the Bages County and with those of Metropolitan Region of Barcelona.

Train/Tramway

In a long term scenario a re-conversion of an existing mining railway, now used for freight transport, is planned for passenger's transportation also. Whilst this will serve parts of the LTPN area, this project, included in the Plan of Transport Infrastructures of the Catalan Government, will not be in operation before 2015. This project will, however, be included in the information campaign of the LTPN project in order that companies located nearby the new train station will be aware of the future railway service.

4.5.2 Operational assessment

As the Bages LTPN and the surveys and awareness campaign has not been officially launched, the following preliminary activities (for launch preparation) have been performed:

- 3 individual meetings with local companies
- 2 meetings with trade unions mobility representatives
- 2 municipalities contacted
- 2 meetings with regional government representatives (in order to get information on current subsidies for mobility measures)

Preliminary contacts and meetings have been made with the Central Catalonia Mobility Consortium, organisation who will coordinate and manage the LTPN structure.

In a preliminary stage the three main companies of the industrial site were visited in order to evaluate interest and involvement in the project and to prepare a launch workshop. Despite high levels of initial interest it was challenging to get information on for example working shifts and information on itineraries and occupancy rates of the company bus journeys even after repeat requests.

As a result the CCB (County Council of Bages) TP+ team changed its strategy for approaching potential LTPN members: it seems that more work in the field was needed in order to activate/motivate the network through direct on-the-ground work. Taking into account that travel plans and LPTN are relatively new concepts in Spain and it will take some time to convince companies of the advantages of these tools.

To this end, a travel survey and awareness campaign has been prepared and will be implemented in May 2010. The surveys and awareness campaign will be introduced to the companies as "mobility audit campaigns". Mobility audit is an action that is more "results oriented" than a simple survey. It is expected this will raise companies' interest in identifying measures and to evaluate the potential of such measures from the sustainability and cost reduction point of view.


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Table 4-9 Bages Indicators report of March 2010

<p>Number of TP information meetings –5 meetings (3 with local companies, 1 with Transport Authorities-ICAEN, 1 with Mobility Consortium of Central Catalonia)</p> <p>Number of posters at workplace, leaflets, articles, publications: -</p> <p>Number of people: 25</p> <p>Number of people (%) that are aware of the TP meetings: 30</p> <p>Number of people (%) attending the TP meetings: 25</p> <p>Number of people (%) aware of the services (alternatives) offered: 25</p> <p>Number of companies (%) that are aware of the LTPN: 4 companies</p>
<p>Number of people (%) tried the services offered: not applicable</p> <p>Number of people (%) that are satisfied with the services offered: not applicable</p> <p>Number of people (%) that have changed their travel behaviour: not applicable</p> <p>Number of contacted companies: 3</p> <p>Number of companies (%) that are positive towards a LTPN: 3</p> <p>Number of companies (%) that have joined the LTPN: not applicable</p> <p>Number of companies (%) that are satisfied with the services: not applicable</p>


4.5.3 Financial assessment

From the beginning of the project, due to the poor public transport infrastructure and the shortage of investments in this field, major efforts have been put on economic analysis of flexible transport measures such as vanpooling.

A feasibility study, financed by Catalan Energy Agency (ICAEN), which has a budget for pilot projects improving mobility efficiency, has been developed. A preliminary conclusion of this study is that a vanpooling service would penalise short trips. Taking into account that average distance travelled by the employees is 10 km, the global cost of a pilot vanpool operation for 50 users was 200.000€/year with a deficit of 75% (difference between cost and user tariffs revenues).

ICAEN considered this deficit too high and they proposed to include in the feasibility analysis a service of shared taxis to cover short trips demand.

The basic idea is to create a flexible transport agency offering shared taxis or vanpooling services depending on the distance to be travelled by the user. With this new scenario, the global cost of the pilot project was reduced to 120.000 €/year (deficit 40%). ICAEN is willing to finance the deficit of the first year of operation if the beneficiary is committed to operate this service at least 2 years more. A cost analysis has been made in order to ascertain if the service operation could be self-sustained in

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years 2 and 3 by user tariffs or if a minor subsidy is required to cover the possible deficit.

Other measures in the LTPN implementation plan can be financed by resources from the TRAVEL PLAN Plus project budget, or minor contributions from beneficiary companies.

Table 4-10 Bages ‘in kind’ and additional funds

<p>Investments in physical measures (€):</p> <p>Costs of mobility services (€): 102.000 € (58% financed by user fares and 42% subsidised by ICAEN)</p> <p>Costs of promotion (€ & personal efforts): 15.000 €</p> <ul style="list-style-type: none"> - Personal Effort: 5.000 € <p>Direct benefits (€) for the individual stakeholders</p>
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4.5.4 Political assessment

There is an on-going process to create the Transport Authority of Central Catalonia (TA). This will be an institution (composed by the Regional Government, the Municipality of Manresa and the County Council of Bages) who will be responsible for the public transport policy in the county and the tariff integration with other areas, for instance, North and East-West neighbour Bages counties. Once the TA is in place, a more decentralised public transport management should lead to a more effective implementation of the Plan of Transport Services in Bages County. If the TA is operational before the project completion, a cooperation framework with the LTPN will be discussed and agreed.


4.5.5 Energy assessment

Changes in vehicle kms and in energy use –due to the TP+ project- have consequently not occurred to date. Based on the targets set for energy reduction, we hope to report positive findings of a full energy assessment in deliverable D5.3.

4.5.6 Overall assessment

The economic crisis has affected many companies within the Bages LTPN area especially because most of them are related to the car manufacturing industry. Consequently the unemployment rate has increased in Bages by 134%. This has affected the willingness of companies to participate.

Moreover, travel plans and LTPN are relatively new concepts in Spain and it will take some time to convince companies of the advantages of these tools. Because of this the

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Bages TP+ team has changed its strategy for approaching potential LTPN members: it seems that more work in the field was needed in order to activate/motivate the network through a direct on-the-ground work.

The LTPN demonstration site in Bages will officially be launched in May 2010. This makes it difficult to foresee the precise impacts on the longer term. However, we are convinced that once a modal shift is achieved, significant impacts will be reached.

4.6 Summary

The table below assesses the operational, financial, political progress based on evaluation to date. As yet it is not possible to assess the energy performance given that the LTPN have not been in operation for sufficient time, therefore overall evaluation is based on the remaining three factors.

Table4-11 Interim evaluation assessment


	Cambridge	Stockholm	Gyor	Bages
Operational	++	-	++	-
Financial	++	0	+	--
Political	++	-	+	-
Energy	N/A	N/A	N/A	N/A
Overall	++	-	+	-

++ very positive, + positive, 0 neutral - negative, -- very negative N/A Not Available

Operationally, each Cambridge and Gyor, where the municipality manage and coordinate the project have launched a LTPN and are implementing and planning measures to encourage modal shift. This has been assisted by a history of travel plans in Cambridge and municipal influence upon the schools in Gyor. The result is raised awareness and employees and students participation.

Challenges in Bages and Stockholm have been largely financial or political, where political also refers to the engagement of organisations within the LTPN, which in some cases has been affected by external factors such as staff changes. Financially, Stockholm's issues can be related to initial problem in defining roles and responsibilities, whereas in Bages there is a need for financial investment to provide the possibility of alternatives through, e.g. cycle routes or bus services, which provides a significant challenge. Politically each are supported by regional or site specific policies, the mobility law Catalonia and the CO₂ cap for Arlanda airport, however this does not automatically open doors immediately at the site level, though the implementation report highlight the response of the TP+ teams at each of the sites and the progress made.

This is the current situation and it highlights the impact of stakeholders, initial starting points the remainder of the document details partner response to each step of the process to date and provides valuable lessons and recommendations.

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4.7 Socio economic impact assessment

4.7.1 The EU transport policy

The main objective of the current European transport policy is to ensure that the transport systems meet society's economic, social and environmental needs. With growing freight and passenger transport, pollution and congestion across the EU, the Commission is working towards a form of mobility that is sustainable, energy-efficient and respectful of the environment. The main objective is to disconnect mobility from its adverse effects.² Technical innovation and a shift towards the least polluting and most energy efficient modes of transport — especially in the case of long distance and urban travel — contribute to a more sustainable mobility.

The Commission's Communication on a sustainable future for transport (COM (2009) 279) has identified urbanisation and its impacts on transport as one of the main challenges in making the transport system more sustainable. It calls for effective and coordinated action to address the challenge of urban mobility and suggests a framework at EU level to make it easier for local authorities to take measures.

The responsibility for urban mobility policies lies primarily with local authorities. Nevertheless, decisions adopted at local level are not taken in isolation but within the framework provided by regional, national and EU policy and legislation. Therefore the Commission believes that much is to be gained from working together in order to support action at different levels and to provide for a partnership approach while fully respecting the different competences and responsibilities of all actors involved. This is in line with the objectives of the TRAVEL PLAN PLUS project.

4.7.2 Socio economic relevance of travel plans to EU policy


The overall objective of TRAVEL PLAN PLUS is to promote energy efficiency through influencing consumer behaviour towards using sustainable modes of transport. Studies have shown that travel plans can achieve a 15 to 30% reduction in single occupancy vehicle trips to UK sites, while a 20% average reduction has been observed at sites in the Netherlands and the USA. Some exceptional travel plans in the USA have reduced the number of car trips by 50% or more.³ This reduction not only has a positive influence on energy-use, it also contributes to other aspects of relevance for the Commission. These impacts are described below.

Reducing congestion

Through Europe, traffic in and between urban areas has resulted in chronic congestion, with the many adverse consequences that this entails in terms of delays and congestion. It is estimated 10 % of the road network is affected by congestion and that

² Source: EU, Greening Transport Package (2008), IP/08/1119

³ Sources: Local travel plan groups, practical guide to setting up an effective group, Transport for London

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the yearly costs of congestion amount to 0.9-1.5 % of the EU GDP⁴, in comparison to the 0.5% mentioned in the White Paper of 2001.

Despite the introduction of different measures, car use is generally expected to further increase during the next few years. Consequently, congestion will most likely remain a problem in many places. By reducing single car occupancy –and thus the number of kilometres drives- LTPNs have a direct influence on congestion.

Reducing greenhouse gas emissions

Transport (all modes, excluding international shipping and international aviation) is responsible for more than one fifth of greenhouse gas emissions in the EU, as well as for a large share of air pollution and noise nuisance. The environmental costs of transport are estimated at 1.1% of GDP.

The EU ratified the Kyoto Protocol in 2002 and committed itself to an 8% reduction in greenhouse gas emissions by 2012 compared to 1990. In 2007, the EU committed itself to achieving a 20% reduction in greenhouse gas emissions by 2020 and a 30% reduction if this is part of an international agreement.

As mentioned before, TRAVEL PLAN PLUS focuses on promoting the use of more environmentally sustainable modes of transport. This lead to a decreased volume of road traffic and therefore LTPNs contribute in reducing greenhouse gas and other emissions, including noise.

Improving road safety

In 2001 59,900 people were killed on roads in countries, which today make up the European Union.⁵ In its White Paper, the Commission proposed the ambitious goal of reducing the number of road fatalities with 50% by 2010. This target was subsequently repeated in the *European Road Safety Action Programme* adopted in 2003 [COM(2003)0311]. The direct and indirect costs of road accidents were estimated at 160 billion euros, i.e. 2% of the EU GNP.⁶ Approximately two times the cost of congestion!


The mid-term review of the White Paper (2006) mentioned that safety had improved considerably. Road fatalities had declined by more than 17% since 2001, but not in all Member States. Although faster progress was being made than in the past, further improvements were needed. Constructive action has therefore been taken in all relevant areas: infrastructure, behaviour, vehicles.

According recent data the number of road fatalities in the EU has declined significantly from almost 76,000 in 1990, to 53,909 in 2001 and 42,500 in 2007. However, road fatalities need to be further reduced, because at the present rate they are likely to stand

⁴ Source: EC, Action Plan for the Deployment of Intelligent Transport Systems in Europe, 2008

⁵ Source: EC, Road safety evolution in EU, October 2008

⁶ Source: European Road Safety Action Programme - Halving the number of road accident victims in the European Union by 2010: A shared responsibility, COM(2003)0311

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at 32,500 in 2010.⁷ This would mean that the target for 2010 (max. 27,000 fatalities) will not be achieved.


Again, through the expected reduction in kilometres driven the chance of an accident decreases.

We finally quote the Commissions Action Plan on Urban Mobility (COM/2009/0490 final), which states that education, information and awareness-raising campaigns play an important role in the creation of a new culture for urban mobility. Effective integration, interoperability and interconnection between different transport networks are considered key features of an efficient transport system. This can facilitate modal shift towards more environmentally friendly modes of transport and efficient freight logistics.

Affordable and accessible public transport solutions are mentioned as key measures to encourage people to become less car-dependent, use public transport, walk and cycle more, and explore new forms of mobility, for example in the form of car-sharing, carpooling and bike-sharing. Company mobility management can influence travel behaviour by drawing the employee's attention towards sustainable transport options. Employers and public administrations can provide support through financial incentives and parking regulations.

To summarise it all, Local Travel Plan Networks not only help to promote energy efficiency through influencing consumer behaviour towards sustainable modes of transport, it also brings other benefits to the European society.

⁷ Source: EC, Action Plan for the Deployment of Intelligent Transport Systems in Europe, 2008

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5. Lessons learnt and recommendations

This section provides a summary of lessons learnt and recommendations from the planning and early stages of LTPN implementation. These will be developed as the project progresses and will inform the WP6 deliverable.

5.1 Cambridgeshire, UK

5.1.1 Lessons learnt

The implementation of the LTPN in Cambridge has been successful throughout the first period of the project. The on-ground activities have started on schedule and the dissemination of the project has worked well within the LTPN area. Issues that have caused delay in the project has been related to external actors such as the launch of the guided bus way and increased presence of car clubs in the LTPN area.

The initial conclusion is that this project will be very successful in the medium term and will prove to be a most cost-effective investment of resource.

The involvement in the steering group of the project has risen gradually and during the implementation. Initially there was a lack of participation significant attendees but the Team responsible for TP+ at CCC/TfW has worked actively to involve them in the work of the steering group.

The communication channels have been established and there is a monthly newsletter going out in the LTPN area. The work on a TP+ website is progressing.

The bus promotion took longer time to arrange than was initially expected but persistency worked and a campaign to promote bus in the LTPN has been initiated.

5.1.2 Recommendations for practitioners

Mapping and surveys to generate targets

Map all home locations of staff – if possible on map ‘layers’ showing cycle routes, bus routes/stops etc. Use the mapping to calculate how many people could potentially walk, cycle or take the bus and train.

Take a baseline survey to know how people travel now. Use the survey information with the mapping to ascertain potential for modal shift –and identify ‘quick wins’. Eg. with our site 38% of staff live within cycling distance of work. However only 17% currently cycle to work. So there is potential to increase cycling.

Establishing your LTPN

- Don't try to do too much too soon - it is much better to deliver on time
- Meet with key stakeholders such as public transport companies very early on in the process to establish relationships and opportunities


- Be prepared for things to take much longer than you anticipate getting off the ground. Be generous in your allocations of time to tasks at the planning stage.
- Steering Group
 - Get key representatives from all relevant stakeholders - but especially key employers - try to get senior people at least initially
 - The steering Group will come with a list of concern and ideas. Listen to their concerns re transport - try to deal with these to give some credibility to the project. These will also give you quick wins to show commuters and employers that the project can 'do' things. This is useful early publicity.
 - Ensure the SG are aware of the scope of what you can do so expectations are not raised unrealistically
 - Ask Steering Group to assist in development of travel plan once they know more of what is involved (otherwise you run the risk of putting them off)
- Use the media. - issue press releases for every event or milestone. Get photographs to use in press releases. Use established press offices if available, eg. in the local authority

Communication

- Find key senior people in each company to send communications to and get them to pass on to employees as appropriate
- Be careful not to over communicate - quickly find who is receptive to communications and who wishes to be kept informed less frequently - establish different distribution groups
- Issue newsletters as the project develops. Initially these will probably just be to company contacts. However over time as more initiatives come on stream issue two newsletters
 - One aimed at the employers with details of the project what's gone on and what's planned
 - One aimed at commuters so that the employer can easily pass on the relevant information to his/her staff.

Generating (additional) funding for your LTPN

- **Property managers/landlords:** a good LTPN is a commercial benefit to property managers - but they may not understand this. Make sure they know! Use this to encourage them to help fund the travel plan; provide accommodation; change parking spaces for lift sharers etc
- **Employers:** will often provide in-kind meeting rooms, refreshments etc. Make sure you give them good publicity to keep them 'on side' and enthusiastic

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- **Other projects:** Promote your LTPN in every available forum as many other projects will have funds that could be used in your LTPN
- **Commercial Potential of LTPNs:** You will establish a very valuable network of employers employing perhaps many thousands of people. Companies in the smarter travel market place eg. lift share companies, bus companies, electric car/bikes etc. will be interested in your LTPN. Use this commercial advantage to negotiate generous deals with such companies. But be careful to make sure that any such engagements will help meet the aims of your LTPN.

5.1.3 Recommendations for policy makers

Funding: Finding funds for LTPNs can be difficult. In many instances in UK a new development will require a developer to establish a travel plan and appoint a co-ordinator. There are examples in UK where this has worked very well. However it is more normal for this element of planning to be quietly forgotten.

Recommendation: Use planning funds to appoint area travel plan coordinators and establish on site area travel plan offices (Commuter Centres); staff to be recruited by the local authority.


In this way the planning authorities can be sure that travel plans will be implemented and linked together. The area Travel Plan coordinators can have easy access to local authority teams and services associated with smarter travel choices and take advantage of other 'smarter choice initiatives being run by the council. Also other planning funds allocated for infrastructure or service improvements etc can be much better targeted to support an active area travel plan.

Additionally, staff on site in significant employment areas are very useful 'foot soldiers' for other Council initiatives – in smarter travel, or requesting responses to council transport consultations etc.

5.2 Stockholm, Sweden

5.2.1 Lessons learnt

The implementation process has been delayed at the Stockholm site, mainly due to organisational issues. This highlights the importance of making sure all the actors know what is expected of them when entering the project. If there are uncertainties regarding roles and responsibilities at the beginning of the project this will become evident once the project is running and someone needs to responsibility for the implementation. Another important lesson learnt from the Stockholm site is the importance of the involved personnel dedication to the project. The changes of personnel at the LFV group has provided a big leap forward and enthusiasm in the project has spread within the steering group, now there is a common attitude that that the project will be successful. The initial focus at this stage of the implementation is quick win measures. Marketing the existing public transport towards the employees through information and subsidies will be the first stage of the implementation. The company representatives

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have been informed about the project and will meet with the project steering group to decide how to approach the employees.

In the long run the aim is to create a working group involving the companies together with the LFV to continue working with employee transport. The initial conclusion is that the project will be successful in achieving the short term goals. The increased involvement of the LFV group will provide a good foundation for the longevity of the project.

Communications with the company representatives has been established and public transport companies and the responsible municipality is taking an active part in the project steering group.

The first stage of the implementation process has been dedicated to creating support for the project amongst the involved actors in the steering group, this has been achieved and the next step is to expand the project and actively involve the company representatives to start with implementing the measures.

5.2.2 Recommendations for practitioners

Mapping and surveys to generate targets

First of all make a travel survey for staff to investigate where they live and how they travel.

Map all home locations for staff, preferably using GIS layers to match addresses with layers of public transport connections and bike routes. This will provide information about which employees that uses what mode of transport and if there is a possibility to switch modes.

Establishing your LTPN


Clarify roles and responsibilities from the beginning of the project, if a partner of the steering group is reluctant to take responsibility for their part in the project, well defined roles and responsibilities makes it easier to force them to fulfil their commitments.

It is vital to gain approval for the LTPN within the participating organisations and make sure that the organisations are continuously updated on the progress.

Gaining approval and creating support for the LTPN takes time, but is vital for the implementation of the LTPN.

Changes in staff causes delays and are difficult to prepare for, but causes less damage to the project if the participating organisations are well informed during the interim period of the staff change.

It is important to involve key players for the implementation as early as possible in the process. At the Cargo City site communications with the general manager at Cargo City and the company representatives should have been established at the beginning of the project. Unfortunately communication did not work as the SRA was communicating with the Environmental Manager at LFV who was not forwarding the information. Both the

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general manager and the company representatives would have been important sources of information at the early stage of the project.

The company representatives have to be informed about the project as early as possible to avoid a feeling of things happening above their heads.

When making a travel survey, explain why it is being made and present the result for the companies as soon as possible, this was lessons learnt from the Cargo City site where some of the companies were upset that they were participating in surveys but not informed about the results.

Communication

Ensure that communications channels in the project are working, avoid situations where one person is responsible for communicating to the whole LTPN area.

Try to establish communication with the company representatives early on in the project and ensure that they are continuously updated on the development of the project.

5.2.3 Recommendations for policy makers

In order to create incentives for working with staff transport a CO₂ cap can prove a valuable measure. In the case with the Stockholm site there have however been uncertainties regarding what actually will happen if the targets for CO₂ are not reached. It would create a more solid base for implementation if the consequences of not reaching the CO₂ cap was formulated, for instance a fine. The amount of the fine could then be used to motivate why different measures are cost effective.

5.3 Gyor, Hungary


5.3.1 Lessons learnt

A learning point here would be for a Network travel plan team to deal with pressing issues for the Steering Group to gain credibility. At the same time the team should develop a network plan. Over time it should be possible to awake the attention of the members of the LTPN for the economic and environmental advantages of the implementation of TP on the educational institutions site. The implementation process have been worked well in the participating schools in the LTPN, which have been supportive. It has been harder to create support for the LTPN in the public administration since the concept of travel plans is still unknown in Hungary.

5.3.2 Recommendations for practitioners

Mapping and surveys to generate targets

When ever you start to make a questionnaire or survey, be sure you get all the information from it that you will need in the first instance. To make questionnaires more times it will cause more energy and problems.

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Establishing your LTPN

- Don't try to do too much too soon - it is much better to deliver on time
- Meet with key stakeholders such as public transport companies very early on in the process to establish relationships and opportunities
- Be prepared for things to take much longer than you anticipate getting off the ground. Be generous in your allocations of time to tasks at the planning stage.
- Involve decision makers to the project from the really beginning
- Inform decision makers and site leaders regularly about the project phase and about the short term, mid term and long term goals of the project
- Involve the media as many times as possible to promote activities

Communication

- Find key senior people in each school to send communications to and get them to pass on to teachers and students as appropriate
- Find the way to communicate with students directly as well
- Find the way to wake up the attention of the students, school leaders or even the media

Generating (additional) funding for your LTPN

- **Other projects:** Promote your LTPN in every available forum as many other projects will have funds that could be used in your LTPN.
- **Find civil organisation that** would likely support your work especially in promotion campaigns and programs.

5.3.3 Recommendations for policy makers


Recommendation: Use the result of mobility plans as well as the result of the LTPN in all related field.

5.4 Bages, Spain

5.4.1 Lessons learnt

The economic crisis has affected many companies within the Bages LTPN area. Especially since most of them are related to the car manufacturing industry. Consequently the unemployment rate has increased in Bages by 134%. This has changed the willingness of companies to participate.

Moreover, travel plans and LTPN are relatively new concepts in Spain and it will take some time to convince companies of the advantages of these tools. Because of this the CCB TP+ team has changed its strategy for approaching potential LTPN members: it

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seems that more work in the field was needed in order to activate/motivate the network through a direct on-the-ground work.

The LTPN demonstration site in Bages will officially be launched in May 2010. This makes it difficult to foresee the precise impacts on the longer term. However, we are convinced that once a modal shift is achieved, significant impacts will be reached.

Funding the measures has been a problem in the first part of the implementation of Bages. Some flexibility was needed and after making revisions of the initial financing plan funding has been secured for the first year of the vanpooling measure.

5.4.2 Recommendations for practitioners

Put in place a team on the ground (keeping regular contact with site companies and organisations) in order to activate the network through surveys to employers and employees is crucial. This will raise awareness and will help to identify mobility measures adapted to employees and companies needs.

5.5 Summary

The lessons learnt until the interim date of the project are similar across the different sites which suggest that work with establishing a LTPN encounters similar difficulties regardless of the national context. Organisationally the differences are greater which can explain the different stages of development of the LTPNs at the different sites.

Information

In order to evaluate the potential of the LTPN it is important to gather as much information as possible about the travel patterns of the employees. If possible; collect the addresses of the employees and use to GIS to plot the addresses on map. Adding layers with cycle routes and bus stops will provide information about how many of the employees that could potentially use sustainable modes of transportation for work trips.


Travel surveys are important tools to gain further information about staff travel, combined with the addresses they can be plotted on map with information about how they travel. This will show the exact potential of the shifts in modal split, in theory.

When making questionnaires or surveys make sure it includes all the information you need at the moment and in the future. Making additional questionnaires is time consuming and may irritation.

Establishing the LTPN

Build relationships with key stakeholders early on in the project. If promoting public transport is a key measure, representatives from the public transport should be contacted early on to order to establish close cooperation.

Involve key representatives from the companies in the steering group. Senior representatives from the companies have the authority to influence the organisation and

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their involvement in the project can be vital to create support for the LTPN amongst the employees. Once the company representatives are involved in the steering group, make their expertise comes to use. They are likely to have concerns and ideas – listen to their concerns regarding transport and try to deal with these in order to give some credibility to the project.

The importance of involving the key actors at an early stage serves to purposes; the first is the avoidance of them feeling that things are happening above their head, the second is that things takes longer time than anticipated.

Communication

To ensure information is passed on to employees it is important to find key senior people in each company to send communications to. It is important not to over communicate, find who is receptive to communications and who wishes to be informed less frequently, and establish different distribution groups.

Issue newsletters as the project develops initially one newsletter will probably enough for the companies, but as the LTPN develops two different newsletters can be issued; one aimed at companies and one aimed at commuters.

Involve media as much as possible to promote activities.

Organisational/Generating funding

Clarify roles and responsibilities between responsible actors from the beginning of the project. It is vital to gain approval for the LTPN within the participating organisations. If LTPN is well anchored within the participating organisations, external factors such as changes in personnel will cause less damage to the project.


Make sure your communication reaches company representatives, either directly or if you are relying on one person to pass on information his dedication to the project will be very important.

If you work jointly with local government it is important that they receive regular information about the phase of the project and about the short, medium and long term goals.

Promote the LTPN in every available forum as many other projects may have funds that could be used in your LTPN.

Find civil organisations are likely to support your work especially in promotion campaigns and programs.


A working LTPN has marketing value so use this to generate additional funding.

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6. Interim Conclusions


The TRAVEL PLAN PLUS sites are very different, with different challenges, objectives and measures. Overall, the results described in the previous chapters produce some interesting conclusions. Considering implementation:

- LTPNs can be motivated by several targets: reduction of energy is only one of the reasons. However, in order to be successful a clear cause (“sense of urgency”) must occur: problems with accessibility of the location (Cambridge, Bages, Gyor), emission targets (Stockholm), road safety, building permits etc. Less urgent problems may also be a good reason to start regional cooperation – but this requires efforts in convincing others to cooperate.
- The TRAVEL PLAN PLUS demonstrations are all gaining momentum following a slower than anticipated start. The involvement of regional and or local authorities seems to be a pre-condition for quick setting-up LTPNs. As proven by the demonstrations in Gyor and Cambridgeshire, authorities can fulfil different roles in a LTPN:
 - participate in the project or initiate it,
 - communicate reasons and results in order to get commitment,
 - provide financial support (start-up and follow-up),
 - initiate measures.
- Although authorities can provide instruments to increase pressure on parties involved to take measures (i.e. reducing number of flight at Arlanda if emissions from commuter travel are not reduced), this is not always the best way. LTPNs are about cooperation and creating a win-win situation for the stakeholders involved through changed travel behaviour. This not only includes socio-economic benefits for society as a whole (energy-use, congestion, emissions, safety), but also direct benefits for participants: improved accessibility, lower transport costs, reduced costs for sick leave (health improvements) and improved company image.
- The demonstrations in Bages and Stockholm show that these benefits are not always recognised by the companies involved. They need to be convinced, through best-practice examples and direct communication. The involvement of external experts can play a role in convincing the companies, for example as happened at Arlanda Airport, to participate.
- LTPNs need to consider the local context and the objectives of all stakeholders when selecting and customising measures. In this way the measures chosen are always embedded in a broader objective. It is not simply about encouraging companies to promote public transport or to try a carpooling car. Moreover, given the specific nature and needs, measures need to be custom-made.

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In conclusion at this moment there is not much to say about the effectiveness of the TRAVEL PLAN PLUS demonstrations at present. Figures on the impacts on energy-use, emissions and other socio-economic indicators will be presented at the end of the project in D5.3.

The TRAVEL PLAN PLUS project team is hopeful that we will be able to report reductions in drive alone commuting, total kilometres drives and consequently energy use. However, we are not certain whether we will be able to meet the targets set in the proposal (-10% energy use).

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Acknowledgements

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Annexes

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Zero State Analysis Cambridgeshire

Traffic supply before the start of the LTPN

Transport supply situation

There is very good road access to the site. The main A14 road links the area to the towns of St Ives, Huntingdon and the city of Peterborough to the North; and to Newmarket and the county of Suffolk to the East. The local motorway (M11) and, via a short stretch of the A14, links the LTPN site to towns south of Cambridge City, to Stansted Airport and to London. The A10 trunk road directly links the site to the town of Ely and further north to the Norfolk county coast.

More locally, within the LTPN area there has been much development in recent years to improve vehicle access from the A14 e.g. both the Cambridge Science Park and the Cambridge Business Park now have traffic light controlled junctions allowing cars to filter into the parks and there is a new 'slip road' from the Milton Road on to the A14 west bound lane.

The LTPN area is very well placed at the northern end of the Cambridge cycle route network. There are several on-road, shared pedestrian/cycle routes and quiet local road links from Cambridge City centre and suburbs. Linkages to the village of Milton to the north are also very well served by a recent cycle/pedestrian bridge across the A14. Access from other villages to the north of the A14 is possible, with some use of on-road or shared footpath cycle routes.

Cambridgeshire County Council is currently implementing an LTPN to make Cambridge a UK 'Cycling Town'. Extra funding has been provided by government to improve infrastructure and services to encourage cycling. TfW has been actively promoting the work in TP+ site and is working well in partnership with the 'Cycle Cambridge' Team.

The area is currently serviced by four bus services:

Citi1: From the village of Fulbourn to Kings Hedges - every 10 minutes during rush hours

Citi 2: From the village of Milton to Addenbrooke's Hospital - every 10 minutes during rush hours

Citi 4: From the village of Cambourne to Kings Hedges via - every 20 minutes.

Park and Ride: One of the Park and Ride bus terminals is near the village Milton on the northern side of the A14. This links directly to the Cambridge City Centre. This bus visits the Science Park site during the morning rush hour.

There are bus stops on the entrance to the Science Park; on both sides of the Milton Road and several along the Kings Hedges Road to the south of the LTPN site. There will also be two guided bus stops in the LTPN area.

Zero State Analysis

Name of Site: Cambridge

Name of person completing this information: Gary Armstrong, TP+ Coordinator

Date Prepared: completed 4th February 2010

Data Collection:

Please can you complete the following tables for your TP+ site. Please add notes to explain any necessary details – or assumptions etc.

A.	Number of people working/studying in the LTPN area	Employees – 7,500 (est) Students - 19,500 (3,500 full time, 15,500 part time)
B.	Number of companies/schools based in the LTPN area	Companies – 183 Colleges - 1
C.	Current modal split (main mode of transport): Car (drive alone) Car (car sharing) Motorcycle Bus (including staff bus) Train Cycling Walking Homeworking Other workplace Other 1,603 respondents 21.37% of workforce Note: 1. Source Travel for Work Annual Survey October 2009 2. Figures exclude students travelling to CRC	58% 10% 1% 3% 1% 17% 4% 2% 3% 1%

D.	Average distance between home and work (km)	17.39km
E.	Average distance travelled between home and work by mode (km)	
	Car (drive alone)	20.76km
	Car (car sharing)	18.21km
	Motorcycle	13.65km
	Bus	8.67km
	Staff Bus	17.16km
	Train	44.18km
	Cycling	4.06km
	Walking	2.52km
F.	Total number of car kilometres per day	103,963km
G.	Current emissions per day	
	CO ₂	6,238.00kg
	NOx	25.32kg
	PM10	4.10kg
H	Accident Data	
	Accidents (2005 to 2008)	22
	Casualties (2005 to 2008)	24

Data Collection Notes

Number of People Working/Studying on site:

	Location	Employees	Students
1	Cambridge Science Park	5,000 (est)	n/a
2	Cambridge Business Park	800 (est)	n/a
3	St John's Innovation Park	850 (est)	n/a
4	Cambridge Regional College	700	3,500 (Full Time) 15,500 (Part Time)
5	Taylor Vinters	195	n/a

	Totals	7,545 (est)	4,500 (est)
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Number of companies/schools based in the LTPN area

	<i>Location</i>	<i>Employers</i>	<i>Schools</i>
1	Cambridge Science Park (CSP)	91	n/a
2	Cambridge Business Park (CBP)	20	n/a
3	St John's Innovation Park (STJ)	70	n/a
4	Cambridge Regional College (CRC)	1	1
5	Taylor Vinters (TV)	1	n/a
	Totals	183	1

Total number of car kilometres per day

Calculated using formula provided by MOBYCON – see:
[http://tpplus.basecamphq.com/projects/2623172/file/34708426/TP+%20impact%20on%20environment%20\(DRAFT\)1772009.xls](http://tpplus.basecamphq.com/projects/2623172/file/34708426/TP+%20impact%20on%20environment%20(DRAFT)1772009.xls)

i	Number of employees on site:	7,500	
ii	Modal split car (58%) & car sharing (10%) – see C above	58%	10%
iii	Number of car trips/day (i x ii) - car and car sharing	4,350	750
iv	Average distance per trip (km) - <i>car and car sharing from E above</i>	20.76km	18.21km
v	Total number of car kilometres per day (iii x iv) - car and car sharing	90,306km	13,657km
vi	Total number of car kilometres per day - car and car sharing	103,963km	

Current Emissions

Calculated using formula provided by MOBYCON – see:
[http://tpplus.basecamphq.com/projects/2623172/file/34708426/TP+%20impact%20on%20environment%20\(DRAFT\)1772009.xls](http://tpplus.basecamphq.com/projects/2623172/file/34708426/TP+%20impact%20on%20environment%20(DRAFT)1772009.xls)

[20environment%20\(DRAFT\)1772009.xls](#)

Emission Factors:

<i>Emission Factor (in KG/KM)</i>	<i>Highways</i>	<i>Other Roads</i>	<i>Source</i>
CO ₂	0.16	0.16	DWM, 2008
NO _x	0.00027	0.00023	TNO, 2007
PM10	0.000048	0.000035	TNO, 2007

Total car kilometres per day by road type:

i.	Total number of car kilometres per day (see F above)	103,963km
ii.	% of cars arriving via Highway	34%
iii.	% of cars arriving by Other Road	66%
iv.	Kms on highway (i x ii)	35,347
v.	Kms on other roads (i x iii)	68,616

TfW Comment:

Data from the UK Highways Agency indicates that one third of all journey's are taken on the UK Trunk Network (see: <http://www.highways.gov.uk/knowledge/338.aspx>.) Therefore assumed Highways (34%) and Other Road (66%).

Emissions o

	<i>Factor Highways (i)</i>	<i>Kms on Highways (ii)</i>	<i>Calculated (i x ii)</i>
CO ₂	0.16	35,347	2,121kg
NO _x	0.00027	35,347	9.54kg
PM10	0.000048	35,347	1.70kg

Emissions on Other Roads

	<i>Factor Other roads (i)</i>	<i>Kms on Other roads (ii)</i>	<i>Calculated (i x ii)</i>
CO ₂	0.16	68,616	4,117kg

NOx	0.00023	68,616	15.78kg
PM10	0.000035	68,616	2.40kg

Total Emissions

	<i>Highways (i)</i>	<i>Other roads (ii)</i>	<i>Total All Roads (i+ ii)</i>
CO ₂	2,121kg	4,117kg	6,238kg
NOx	9.54kg	15.78kg	25.32kg
PM10	1.70kg	2.40kg	4.10kg

Accidents

CRC/CSP – Kings Hedges Road

	<i>Accidents</i>				<i>Casualties</i>			
	<i>Fatal</i>	<i>Serious</i>	<i>Slight</i>	<i>Total</i>	<i>Fatal</i>	<i>Serious</i>	<i>Slight</i>	<i>Total</i>
2005	0	0	2	2	0	0	2	2
2006	0	0	0	0	0	0	0	0
2007	0	1	1	2	0	1	2	2
2008	0	0	1	1	0	0	2	1

CSP – Milton Road (Kings Hedges Rd to Cowley Road)

	<i>Accidents</i>				<i>Casualties</i>			
	<i>Fatal</i>	<i>Serious</i>	<i>Slight</i>	<i>Total</i>	<i>Fatal</i>	<i>Serious</i>	<i>Slight</i>	<i>Total</i>
2005	0	1	2	3	0	1	4	5
2006	0	0	5	5	0	0	5	5
2007	0	1	5	6	0	1	5	6
2008	0	0	3	3	0	0	3	3

Zero State Analysis Stockholm

Cargo City

The zero state analysis for Cargo city is based on data from the survey completed in November 2009. At that time no measures had been implemented that would have had any effect on the on work trips to Cargo city.

Current travel situation

The Cargo city site consist of 653 employees divided in both manual labor and office workers. On an average day approximately 460 people travels to work. The Cargo City LTPN is located 2 kilometres from the Arlanda Airport terminal building where access to public transport is very good. The connection between the site and the terminal building consist of a bus connection that on average runs two times an hour. There are no bus services during the night however, which presents a problem for the nightshift workers. There are cycle paths to the neighbouring towns of Sigtuna and Märsta. Distances and available modes of transport are shown in the table below.

From	To	Distance (km)	Distance per Mode (minutes)		
			Train	Bus	Car
Cargo City	Märsta	5	23 (Upptåget)	11 (route 583, 538)	7
	Uppsala	35	15	45	25
	Sigtuna	15	-	34 (route 575 and 583)	15
	Stockholm	45	20	40	30
	Norrtälje	55	-	120	50
	Sky City (Arlanda)	2.3	-	583	5

Figure 1; Distances to neighbouring towns and cities and available modes of transport

Current travel patterns (modal split)

Work trips to Cargo City are dominated by the use of private transportation, 64% of work travel is made by car. The proximity to Arlanda airport and the multiple modes of transports available at the airport makes public transport a realistic option for most of the employees, 36% of work travels are made by some kind of public transportation.

Modal split	Per cent
Car (driver)	60%
Car (passenger)	4%
Motorcycle	1%
Bus (public transport)	25%
Bus (air coach)	2%
Arlanda express train	2%
Commuter train	7%
Cycling	0%
Walking	0%

Figure 2; Modal split all employees

Current energy use

Since Cargo City has a remote location workers travels long distances to get to work. The average trip is 31km, which makes walking and cycling unrealistic alternatives for most of the workforce. For workers living in Märsta and Sigtuna cycling could be an option since they are only 5 and 15km away. The manual labourers have slightly longer trips to work compared to the office workers, but the distance pattern is fairly similar.

460 people working in the area on an average day

Average distance car trip : 33,2 km (one way)

Modal split 60 % drives cars

250 working days per year

$460 \times 33,2 \times 250 \times 0,6 \times 2 = 4581600$ car kilometres per year

The estimated values from MOBYCON have been used to calculate the emissions and energy use. No data available regarding commuting journeys by highway or other road, therefore assumed 100 % highway.

Emission Factor (in KG/KM)	Highways	Other Roads	Source
CO ₂	0,16	0,16	DWM, 2008

NOx	0,00027	0,00023	TNO, 2007
PM10	0,000048	0,000035	TNO, 2007

Figure 3; Emission rates provided by MOBYCON


Energy use has been calculated using 1L/15km, applying these data gives an estimated value of:

Emission/consumption	Per working day	Per year
CO ₂ , tons	2,9	733
NO _x , tons	0,005	1,2
PM10, tons	0,0009	0,2
Energy consumption, L	1222	305440

Figure 4; Estimated current work trip emissions and energy consumption at Cargo City (2009)

Summary

Number of persons working in the LTPN area on an average day	460
Current modal split, %	
Car (driver)	60
Car (passenger)	4
Motorcycle	1
Public Transport	37
Cycling	0
Walking	0
Average distance to work-home, km	31
Car kilometres – per year, km	4581600
Current emissions (annual), tons	
CO ₂	733
NOx	1,2

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PM10	0,2
Energy consumption – cars (annual), liters	305440

Figure 5; Current situation data

Expected impacts

A number of different measures have been identified to promote more sustainable transportation patterns. In order to evaluate the impact of these measures five targets have been defined. The targets are presented in the table below.

Target	Figure (%)
To reduce single occupancy car journeys	-15
To reduce commuter related travel emissions	-10
To increase public transport for commuter travel	+10
To increase car sharing for commuter travel	+2,5
To increase cycling for commuter travel	+2,5

Figure 6; Targets for the implementation plan at Cargo City

When calculating energy use and emission levels we have assumed 100 % highway since there are no data available on the split between highways and other road. This however does not affect the evaluation as long as 100 % highway is assumed when evaluating the results. The evaluation is about the relative impact of LTPNs.


Zero State Analysis Gyor

Zero State Analysis Gyor, Hungary

Within the Municipality of Gyor (Hungary), a central and suburb educational area have been identified as LTPN site. These educational sites have been chosen, because they have a high number of structural traffic problems. The Local Travel Plan Network has to transport more than 20,000 passengers to the educational sites. This means there is a significant potential to co-ordinate a travel plan network at this site.

Current Situation

Gyor is located half way between Budapest, Vienna and Bratislava. Within the Municipality of Gyor, a Central and suburb educational area has been identified as

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LTPN area. All the educational Institutions in the City Centre are located next to main roads with high traffic intensities.

There is very good road access to the site. Within the city 80% of the roads is paved with asphalt. This offers easy accessibility to all schools by private vehicle. The M1 motorway connects many suburban areas to the entrance of the LTPN site. In the last two years there have been many road reconstructions in the area.

In the past two years there have not been many bicycle or pedestrian road initiatives. The challenge of the next years is how to improve walking and cycling facilities in the area, especially focusing on the different target groups e.g. students and parents.

All schools are easy accessible by bus services. The bus services supply all the city areas, however the timetables and the level of service have to be improved. The municipality and the public transport company working together hand in hand on a huge public transport development project, that will be able to improve the level of services. Around all the schools there are several bus stops within 300 metres.

The railway station is approximately 500 metres from the LTPN site. The station has direct linkages to many of the region's larger towns. However, the trains are not really reliable on a daily basis and the railway company is owned by the state so the municipality is not able to change anything on this sight.

The LTPN area is part of the Gyor bicycle route network. There are several pedestrian/cycle routes and quiet local roads that connect Gyor City Centre and the suburbs to the schools. In addition, Gyor is currently planning its cycling strategy that will make Gyor the best 'Cycling Town' in Hungary. Extra funding has been provided by the municipality to improve the cycling infrastructure and to encourage and promote bicycle use.

All schools involved in the LTPN are interested in environmental friendly education and operation.

Current travel choices and impact

The Gyor Education LTPN Zero State Analysis is based on results of a student and parent surveyd which took place during Spring 2009, prior to any LTPN measures being introduced. Of the 2008 student in the LTPN 680 completed the survey, a response rate of 34%.

The following table summarises student mode choice, distance travelled and impact of the school journey. Mode choice varied greatly between the four schools with the bus dominating school journeys to and from the secondary school. A far greater proportion of students selected non motorised options in the suburban school, whereas car use dominates the urban primary schools. Distance and student age range had key influences upon differences in mode choice.

TP+ is concerned with LTPN wide travel choices and impact and since the same questionnaire was used at each of the four schools results have been collated and summarised across schools. Given a difference in mode choice between the journey to

and from school the mid point was used as an indicative percentage of overall mode choice.

The collated results demonstrate that car use is predominant at 35%, this is followed by bus use at 26% and walking at 25%. In addition 10% of pupils cycle to / from school. Across all schools the average school journey was 4.3km. An assumption was made that all journeys exceeding 3km were made by car and this resulted in 620,528 car kilometres each year generated by the schools, travelling an average distance of 6.5 km.

The impact of this car travel is 9,653,280kg of carbon dioxide, 13,877kg of nitrogen oxides and 2,112kg of PM10. 5,027,750 litres of fuel are required to support the school journeys made by car.

Current mode choice and impact

A.	Number of people studying in the LTPN area	2008
B.	Number of schools based in the LTPN area	4
C.	Current modal split (main mode of transport):	
	Car (passenger)	35%
	Bus	26%
	Cycling	10%
	Walking	25%
D.	Average distance between school and home	4.3 km (6.5 km car)
E.	Total number of car kilometres per year	620,568 km
F.	Current emissions from cars	
	CO ₂	99,291kg
	NO _x	153kg
	PM10	25kg
G.	Energy consumption – cars (annual), litres	47,577 litres

Expected Impact

The objectives and targets of the Gyor LTPN are summarised in the following table

Objectives and Targets

Ref.	Objective	Targets
O1	To reduce CO ₂ emission of the travel to schools site	Reduce car use (parents + children) by 3% Reduce CO ₂ emission, change for sustainable transport by 10%
O2	To reduce congestion around the schools site	
O3	Increase sustainable/green image of the LTPN area	25% of students and parents with travel plan initiatives affecting travel to school

A range of different measures are planned to achieve this, many of which are integrated into the curriculum through teacher training, or are part of other school based initiatives and wider events such as bike week. Therefore 3% reduction is a realistic and achievable target for the TP+ LTPN in Gyor. As demonstrated in the following table the impact that a 3% reduction in car use would result in a 9% reduction in energy use, carbon dioxide nitrogen oxide emissions and PM10.

Expected energy use and emission reduction following LTPN introduction

	Without LTPN	With LTPN	Reduction amount -	Reduction percentage change -
fuel consumption (litres)	5,027,750	4,596,800	430,950	9%
Total emissions (in kg)				
CO ₂	9,653,280	8,825,856	827,424	9%
NO _x	13,877	12,687	1,189	9%
PM10	2,112	1,931	181	9%

Zero State Analysis Bages

7. Bages Zero State Analysis

7.1 Current travel situation

The Santa Anna industrial area is difficult to access by any other mode of transport than private vehicle. As there are no public transport services nearby, Santa Anna is practically inaccessible by public transport. A few interurban bus lines pass by on the highway C-16C, but there are no bus stops to make use of this fact.

There is however a number of company bus services in operation, offering services to the employees at Santa Anna (see next table). The services are however reported to have rather low numbers of users, although no official data is available.

Company	Bus Line	Services / day
Metalbages	Manresa – Santa Anna	1
Metalbages	Sant Joan de Vilatorrada – Santa Anna	1
Indepol	Manresa – Santa Anna	1
Magneti Marelli	Manresa – Santa Anna	2

Figure 1: Company bus services at the Santa Anna industrial area. Source: Bages County Administrative Board (2008).

Not only the public transport service accessibility is deficient at Santa Anna, but also the accessibility for pedestrians and cyclists are unsatisfactory. This is explained partly by a general lack of adequate infrastructure and partly by the distant location of the Santa Anna industrial area, outside the urban cores of Santpedor and Sant Fruitós and far from residential areas. The principal deficiencies of the pedestrians' and cyclists' infrastructure consist of a lack of sidewalks, bicycle lanes, pedestrian crossings and illumination. The consequence is that in effect no employees at Santa Anna walk or use bicycle to get to and from work.

The private vehicle traffic accessibility to Santa Anna is much better than the accessibility by other modes of transport. The industrial area is close to one of the most important road crossing points in Central Catalonia: the C25 highway connecting east - west Catalan counties and the C16 highway connecting north - south counties.

The dependency of private vehicle transport at the area however causes certain congestion problems at peak hours, especially at the accesses to the industrial estates, but also on the nearby main road network. This situation is further accentuated by badly designed access to the industrial estates and by the high degree of heavy vehicles. This situation naturally cause secondary negative effects on local traffic safety and on general accessibility to the companies, not only for employees, but also for distribution vehicles and clients.

The dependency of private vehicle transport at Santa Anna also means problems of parking management at part of the estate. The lack of regulation of parking places in part of the area means that parking is disordered, causing bad visibility in intersections, problems with pedestrian safety and accessibility and difficulties to maneuver and to load/unload bigger vehicles.

As a response to various deficiencies in the supply and management of the public transport services in the county, a regional mobility authority has recently been created, responsible for harmonization of the public transport tariffs and for improvement of public transport services.

7.2 Current travel patterns (modal split)

Trips between residence and work in Santa Anna are dominated by the use of private vehicle, while the use of public transport is remarkably low. Data from industrial estate mobility survey for Bages from 2007 indicate that approximately 98% of the employees at Santa Anna uses private vehicle for their work trips. The important share of employees that travel as private vehicle passengers, indicate the existence of an important number of informal (self-organised) car-pooling initiatives.

	Per cent
Car (driver)	74
Car (passenger)	21
Motorcycle	3
Company bus	1
Walking	0,5
Public Transport	0,5
	100

Figure 2: Modes of transport used for workplace trips at Santa Anna industrial area. Source: Industrial estate mobility survey in Bages, 2007

7.3 Current energy use

The current energy use and emissions that the work mobility to and from the Santa Anna industrial estate is causing has been estimated using the following data:

- 6,000 persons working in the area
- Average distance of motorized trips: 10.1 km (one way)
- Modal split: 74% drives cars, 3% drives motorcycles
- 10 daily company bus services
- Average speed cars: 50 km/h
- Average speed motorcycles: 55 km/h
- Average speed buses: 45 km/h
- 215 working days per year
- An average day 5% of staff does not travel because of sick leave, working at home etc.

The model EMIMOB, developed by the Catalonian Government has been used to make the estimations. The model contains up to date data of vehicle types and emission factors of the Catalonian car park.

Applying these data gives an estimated emission of 2,715 tons of CO₂ per year, 10.7 tons of NO_x and 17.2 tons of PM₁₀. The energy consumption has been estimated to be 890 TEP per year.

Emission / consumption	Per working day	Per year
CO ₂ , t	12.6	2,715
NO _x , t	0.05	10.7
PM ₁₀ , t	0.08	17.2
Energy consumption, TEP	4.14	890

Figure 3: Estimated current work trip emissions and energy consumption at Santa Anna Industrial Area (2009)

7.4 Summary

The following table provides a summary of the current situation.

A	Number of persons working in the LTPN area	6,000
B	Number of companies in the LTPN area	300
C	Current modal split, %	
	Car (driver)	74
	Car (passenger)	21
	Motorcycle	3
	Company bus	1
	Public transport	0.5
	Cycling	0
	Walking	0.5
D	Average distance work – home, km	10.1
E	Vehicle-kilometers per year (motorized vehicles), km	19,270,000
F	Current emissions (annual), tons	
	CO ₂	2.715
	NO _x	10.7
	PM ₁₀	17.2
G	Energy consumption, TEP	890

Figure 4: Current situation data

7.5 Expected impacts

A number of targets have been defined in order to be able to measure the impacts and relate these to the objectives of the project. Some of these targets are process targets and are not related to obtained effects in the transport system, while others are targets of effects of travel behavior.

One of the overall objectives of the project is to reduce accidents, but as traffic accident data consequently neither contain information of the exact origin and destination of each trip involved in a traffic accident, nor the purpose of the trip, it has not been possible to include reliable accident data in the summary.

The targets are presented in the following table.

Indicator	Target
Per cent single occupancy car users of employees	- 5% reduction in single occupancy car commuting (from 74% to 70%)
Number of vanpool users	40 new users of vanpool service
Public transport use	To be defined when decision of future services taken
Number of subsidies to company travel plans	5 new plans
Promotion of sustainable transport area	At least 10 companies in area using the promotional material
Reduction in victims in work trip traffic accidents in the municipalities of Santpedor and Sant Fruitós de Bages	- 5% reduction of deaths or severely injured victims

Figure 5: Targets / expected impacts for the LTPN of Bages