



LARGE SHOPPING CENTRES Travel Plan Guidelines

*Considering the what, the why and the how of
developing a travel plan for your large shopping centre*



Activity centres are a key element in planning land use for a liveable and prosperous Perth and Peel region.

Larger shopping centres, that are key components of these activity centres, are significant trip generators that contribute to traffic on the transport network.

Therefore it is important that the travel behaviour of centre users be considered prior to development or expansion.

This toolkit offers practical advice for developing travel plans for larger shopping centres.



What is a travel plan?

A travel plan is a package of measures implemented by a site manager and/or employer to influence travel to and from a site.

In the case of shopping centres, the travel plan concerns actions that centre managers and tenants can implement to inform travel choices by their employees and customers/visitors.

Managing how people get to and from centres is an important element in providing efficient access for customers, employees and delivery drivers and to moderate the impact on the community.

Public transport, cycling, walking and carpooling can all be good alternatives to customers and employees driving alone to shopping centres. Enabling greater use of these travel options will promote accessibility for users and reduce transport impacts.

Why develop a travel plan?

Effectively managing access to centres has the potential to benefit a range of stakeholders, including centre managers, tenants, customers, employees and the wider community.

Travel plans offer a framework for considering and implementing measures to manage access beyond traditional transport infrastructure to include additional tools that influence how employees and customers get to and from centres.



Stakeholder	Potential Benefit
Centre owner/ manager	- Reduced demand for car parking - Efficient use of landholding - Improved attractiveness to tenants (enhance access) - Enhanced neighbourhood reputation - Demonstrated corporate social responsibility
Customers	- Enhanced access - Choice of travel modes to meet personal needs - Health improvements through active travel
Tenants	- Increased customer accessibility - Enhanced employee health, wellbeing and productivity - Demonstrated corporate social responsibility
Employees	- Reduced travel costs - Enhanced access - Choice of travel modes to meet personal needs - Health improvements through active travel
Wider Community	- Moderated traffic on surrounding streets - Enhanced safety through balanced transport to centre - Enhanced local transport services and facilities

**Stakeholders
for your plan
could include:**

- Centre management, including facilities management and marketing staff
- Centre tenants, particularly major stores
- Local council
- Public Transport Authority.

Consulting the local council through the process will help ensure their requirements are addressed. The Department of Transport can provide advice on travel behaviour change strategies.

How to develop a travel plan

The process of developing a travel plan should involve relevant stakeholders and draw on an understanding of the site. By taking an inclusive and informed approach the travel plan should encompass effective and feasible measures relevant to the needs of the centre.

A suggested approach to developing a travel plan is outlined below.

A travel plan should be based on an understanding of the location, so a site assessment is important. This should cover the accessibility of the centre by different travel modes. A survey of current travel behaviour of employees and customers will provide a baseline measure, identify barriers and opportunities for promoting more trips by alternative travel modes and potential actions that will achieve this outcome. Information on site access could well already have been gathered for a Transport Assessment for the Development Application for your centre.

The needs of centre employees and customers will change over time so make the plan adaptive. Initially, actions can be drawn from case studies and stakeholder input. As actions are applied and monitored, they can be adjusted based on the results or new actions devised.

	Outline	Suggested Tasks
1 Scope the plan	Work out what the plan is to achieve, in broad terms, and over what timeframe. This is best done in a collaborative way with relevant stakeholders, e.g. major tenants, local government (see table below on stakeholder engagement).	- Check transport commitments and conditions related to development approval - Consult with key stakeholders - Define objectives, planning tasks and timeline, e.g. in a project plan - Appoint a coordinator to oversee the planning phase
2 Understand situation	A travel plan should be based on an understanding of the location so a site assessment is important. Consider accessibility by applicable travel modes to identify barriers and opportunities for users. The plan should also integrate with the overall strategy for the centre.	- Consider information from centre planning and development approval including Transport Assessment report - Consider centre strategy, parking management plan and any public transport infrastructure or service plans for the centre - how will the travel plan integrate with these? - If necessary gather additional information, e.g. run travel survey - Identify barriers and opportunities for each travel mode
3 Decide on actions	Use information on transport context and ideas from stakeholders and research into examples elsewhere to ideate possible actions. Assess their likely effectiveness and feasibility to decide on action list.	- Research relevant examples - Hold a workshop with key stakeholders to identify possible actions to promote active and sustainable travel behaviour - Assess actions to decide what to include in plan - Refine objectives and choose strategies to achieve them and mode share targets
4 Prepare the plan and secure approval	The travel plan document should draw together information and actions to set out the centre's plan of action for travel behaviour change. The plan should be approved by centre management and the local government authority.	- Set out transport objectives and mode share targets - Set out strategies and actions in an action table, identify responsibility, timing and resourcing - Write up transport context, framework for implementation and monitoring, evaluation and reporting arrangements - Secure management approval and budget allocation - Secure local government authority approval
5 Implement actions	Implement actions in accord with the plan. For experimental actions take a plan-do-review approach. Use stakeholder engagement, marketing activities and regular monitoring and reporting to sustain interest and drive achievement of objectives.	- Appoint coordinator to oversee implementation - Implement actions as per plan - Monitor and report on implementation and behavioural impact - Refine actions as appropriate in response to results and needs
6 Review	A comprehensive review of the plan is an opportunity to evaluate the effects of the actions implemented and consider what to continue or innovate.	- Evaluate attainment of objectives and experience with implementation - Consider current and future needs and what actions to continue, drop or add - Revise the plan and secure approvals.

This process should be cyclical, with the review including consideration of scope and situation based on experience and forward planning for the centre.

What should be included?

Drawing on stakeholder consultation and information on the transport context, a travel plan should be developed specific to the centre.

A travel plan should include actions that apply to customers and employees. Include actions to be delivered at or around the time of centre opening and actions that will be delivered later or ongoing.

The travel plan document should include these elements:

- 1** Brief description of the centre – location, size
- 2** Summary of the transport assessment, including accessibility by public transport, bicycle and walking, car parking management arrangements (no. bays, time limits or charging approach), current or modelled mode split for customers and employees
- 3** Transport objectives for the centre and target mode shares for car and active modes for customers and employees (examples of objectives and targets are included in Appendix B)
- 4** Description of strategies and details of key actions to realise the transport objectives – include a table listing actions and for each one allocation of responsibility and timing (example actions are listed in Table 2)
- 5** Implementation framework for the plan, e.g. appointment of a travel plan coordinator to coordinate implementation and monitoring, steering group with internal stakeholders represented, six monthly review of progress with implementation
- 6** Monitoring, evaluation and reporting arrangements – describe how the implementation of travel plan actions and the impact on travel behaviour will be monitored (e.g. annual travel surveys of customers and employees, bicycle parking counts, bus stop patronage data) and how findings will be reported and applied (e.g. annual report to local authority and DoT, annual review of travel plan to adapt actions).



TRAVEL PLAN CHECKLIST

	Requirement	Check
Planning Process	Liaised with local government authority	
	Consulted key internal stakeholders	
	Gathered and considered information on transport context	
	Describes centre including location, size	
Travel Plan Document	Summarises transport context including: - Public transport access - Bicycle access and end of trip facilities - Pedestrian access - Car park management arrangements (number of bays, time and cost measures, constraints on staff use) - Current or modelled mode split for customers and employees	
	Defines transport objectives for the centre	
	States target mode shares for car and active modes for customers and employees	
	Describes strategies and actions to be implemented including: - A table listing actions and for each one says who is responsible and when implementation will occur - Actions that apply to customers and employees - A package of actions from across the strategies listed in Table 2 - Actions to be delivered at or around the time of centre opening and actions that will be delivered later or ongoing	
	Outlines the implementation framework for the plan, e.g. steering group, six monthly progress review	
	Outlines monitoring, evaluation and reporting arrangements including: - How implementation will be monitored - How impact on travel behaviour will be monitored - How findings will be reported and applied	

TIPS FOR AN EFFECTIVE LARGE SHOPPING CENTRE TRAVEL PLAN

#1

IDENTIFY OBJECTIVES

An objective is a specific result that is sought from an initiative. Ideally, objectives will be specific, measurable, achievable, realistic and time-bound (i.e. SMART). Travel plan objectives should follow from the site assessment and conditions of development approval. For a travel plan, objectives could include:

- To increase modal choice and enable access to employment and retail services, including those without access to a car
- To reduce local congestion particularly at peak times and to minimise associated impacts on the community and environment
- To reduce parking demand to optimise the efficient use of the parking asset to support customer access.

#2

SET CLEAR TARGETS

The travel plan should include mode share targets for customers and employees. Mode share is the share of trips by mode and is usually measured through a travel survey. Example mode share targets:

- To increase the share of employees commuting by walking, cycling or public transport to 25% by November 2017.
- To increase customer travel to the centre by public transport from 9% to 18% by November 2017.

The mode splits required to be achieved will often be set by agreement with the local authority and or as part of the transport modelling and planning approvals for the expansion of the shopping centre.

#3

ENGAGE WITH YOUR STAKEHOLDERS

Stakeholder	Potential Role / Value	Potential Engagement
 Centre owner/ manager	- Understanding of issues and management strategies for centre - Coordinate and resource implementation of plan - Provision and management of common facilities - Centre information and promotional events	- Coordinate plan development - Communicate with other stakeholders
 Tenants	- Understanding of staffing schedules and access issues - Communication with employees - Promotional activities with employees and customers	- Through tenants forum or workshop - One to one contact with major tenant representatives
 Local Council	- Management of local roads and pathways connecting to centre - Awareness of transport issues and strategies for local area	- Stakeholder workshop - One to one contact where necessary
 Transport Agencies	- Public transport services - Advice on travel planning process and behaviour change strategies	One to one contact where necessary



ASSESS YOUR CONTEXT

Information is needed on the transport context for the centre.

This is important background information for developing the plan and will aid users of the plan, including the local government authority and the travel plan coordinator. A transport assessment may have been undertaken as part of the planning of the centre and application for development approval, and so would be available from associated documentation.

Factors that should be considered are:



Public transport services to the centre

Including service frequency and connections, passenger shelter, seating and information and legibility, safety and convenience of access to and from centre entry points.



Bicycle access and facilities

Including bicycle parking for customers and employees, showers, change rooms and lockers for employees and access between the centre and nearest on or off road cycle routes e.g. shared paths or cycle lanes.



Pedestrian access

Including pathways and crossing points within the centre and on surrounding streets and any safety issues.



Car parking provision

Including number of bays and how these are managed, e.g. time limits, designated staff parking areas, special needs parking.



Information provision

Communications channels and processes for informing employees and customers of transport options (if travel alternatives have not been promoted then potential channels can be identified).



Current travel behaviour

For customers and employees at the centre (at least mode split and trip distance/origin), or if a new centre, comparative or modelled mode share based on location and centres of a similar size and characters for which data is available.



ENABLE AND ENCOURAGE THROUGH STRATEGY AND ACTION

Many factors can influence the travel choices of customers and employees. Through a travel plan, centre management and tenants can enable and encourage some customers and employees to choose alternatives to driving alone.

The influence of centre management and tenants on travel behaviour of centre users can include:

Provision of information

The information that you do (or do not) provide about transport options can affect the awareness and attitudes of customers and employees. Providing practical and relevant information (e.g. on the centre website, in the centre directory or map, in staff inductions) using positive language can encourage customers and employees to use alternative travel options.

Engagement

- Our travel choices are influenced by what other people do and what we think is acceptable and in keeping with our needs, values and social norms. Building positive norms and providing motivation and support, especially if it is social and fun, can encourage people to try travel alternatives. Examples include challenges and events that people can participate in, forming walking or cycling groups and helping people make and keep commitments to try active options.

Facilities and enablers

- Centre facilities and services (such as bicycle parking facilities, home delivery service) should support the use of travel alternatives by customers and employees. They should be designed and managed to make active and sustainable travel choices more convenient (e.g. make bicycle parking and public transport stops visible, accessible and close to centre entry points).

Policies and practices

- The uptake of active and sustainable transport options should be supported by policies and practices in the centre. For example car parking should be managed to encourage staff to use public transport and discourage unnecessary long-stay parking.



GET CREATIVE

Develop creative strategies and action to encourage stronger participation from your centre's community.

Information

Actions for Employees

- Include information on travel options in staff induction
- Provide information on transport facilities, services and events in internal communications
- Profile active commuters in internal communications
- Offer a journey planning service to interested employees (e.g. identify routes and times for bicycle or public transport trips)

Actions for Customers

- Provide information on transport options in centre directory and on centre website
- Profile active customers in centre media
- Provide information at info kiosk (e.g. centre access map, public transport timetables)
- Train info kiosk staff to upsell active transport options and address questions about cycle and public transport access
- Provide real time public transport service information displays

Engagement

- Hold staff challenges to use travel alternatives, e.g. cycle km or walking steps challenge (using apps or pedometers)
- Offer bicycle skills and maintenance training for interested staff
- Promote staff participation in Bikeweek, Ride2Work Day, Walk Over October
- Run a bicycle buddies scheme (peer support group for cycle commuting)
- Devise and run a rewards scheme for active commuters (e.g. credit or discount with participating stores based on active trips)

- Run promotional activities for active, sustainable transport e.g. walk to the shop during Walk Over October
- Feature active transport events in media e.g. Bikeweek, Walk Over October on website, public display
- Devise and run a rewards scheme for active customers (e.g. credit or discount with participating stores based on active trips)
- Run a 'green travel club' to promote active travel through rewards, events and news to interested customers
- Run a walking group to encourage walking to and around the centre
- Offer cycle skills training and peer support (e.g. partner with cycling group and target interested demographics)
- Support community wide initiatives, such as Your Move, to promote active transport

Enablers & Facilitators

- Offer discount on public transport fares or active commuter incentives
- Offer loan scheme for staff to purchase bicycle for commuting
- Provide secure bicycle parking, change rooms and personal lockers
- Provide pool bicycles (could include electric bicycles for test rides or time limited commuter cycle trial)
- Provide carpool parking bays
- Provide a ride-matching service (link up staff interested in carpooling)
- Support public transport service improvements

- Run a home delivery service across stores (potential secondary benefits include increased shopping time)
- Support public transport service improvements
- Provide taxi rank/s near key entry points
- Wayfinding signage including directions to/from public transport stops, bicycle parking, taxi ranks
- Install display boards in centre showing bus/train service information
- Provide bicycle parking in high visibility locations near centre entries
- Provide legible, safe and convenient pedestrian and cycle routes to centre and across car parks
- Offer bicycles for short term trial use (could be in partnership with bike store, link to cycle skills and peer support program)
- Manage car parking to prioritise bay availability for those who need them (e.g. mobility impaired, parents with young children)

Policies & Practices

- Charge staff for car parking
- Allocate car parking based on need
- Promote job opportunities locally (to recruit local staff)
- Offer guaranteed ride home (e.g. taxi ride home for staff who need to unexpectedly finish early or work later and cannot use regular carpool or public transport arrangement)



LEARN FROM OTHERS

Sources of further advice to help develop a travel plan include:

TravelSmart Workplace factsheets, case studies and tools on Department of Transport website <http://www.transport.wa.gov.au/activetransport/24638.asp> - includes fact sheets on promoting cycling, public transport and walking and designing behaviour change projects

Case study of Bluewater Shopping Centre – a London centre with an effective travel plan [http://usf-cuttr.custhelp.com/app/answers/detail/a_id/2887/~/-/case-study%3A-bluewater-\(uk\)](http://usf-cuttr.custhelp.com/app/answers/detail/a_id/2887/~/-/case-study%3A-bluewater-(uk))

Information on the Your Move program can be found here: <http://www.yourmove.org.au/>

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