Doncaster Hill

Travel Behaviour Change Plan

2016

ACKNOWLEDGEMENTS

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1. INTRODUCTION

This is the Travel Behaviour Change Plan ("the Plan") for Doncaster Hill.

This document is a key action identified in the Doncaster Hill Mode Shift Plan (2014). The Mode Shift Plan was written by Council in response to the need to encourage a shift to sustainable transport modes – bus, walk and cycle – to 30% from the current 19.6% (2011 Census data), prior to full development of Doncaster Hill, which is anticipated to occur in the next 20 to 30 years.

The purpose of this Plan is to encourage a change in travel behaviour for existing and future residents, employers and employees in Doncaster Hill. The aim is to increase the use of sustainable transport modes for local trips and decrease private vehicle car use, particularly around the weekday afternoon peak period. The overall target is to shift travel by sustainable travel modes for all trips from 19.6% to 30% by 2030. Proposed mode shift targets for the three primary transport modes are listed under Section 7.2 of this Plan. This will reduce road congestion and the adverse environmental impacts of private car travel, as well as help improve community health and wellbeing.

The Plan is designed to include a review of travel patterns for the community and recommend actions to encourage the shift to more sustainable travel for local trips. Travel surveys, community consultations and strategic workshops have helped to identify key issues and opportunities for sustainable transport, and have informed the actions for the Doncaster Hill Travel Behaviour Change Plan.

It is important to note that the behaviour change plan is a 'fluid' and living document: it will be adapted and modified over time, as the community grows and demographics change. The Plan is not a fixed document, instead it is intended to be responsive to the sites that continue to be developed in Doncaster Hill, as well as to changes in Council objectives and State Government directions over time.

Changes in travel behaviour take time, and it is realistic to note that, while long term change is the aim, achievable, significant changes may not be seen in the short term.

It is also noted that the Behaviour Change Plan complements actions, particularly infrastructure improvements, which will be implemented through the Doncaster Hill Mode Shift Plan.

2. DONCASTER HILL

LOCATION DESCRIPTION

Doncaster Hill is a 58-hectare area located in Doncaster, approximately 14 kilometres from the Melbourne Central Business District. It is situated on one of the highest points in eastern metropolitan Melbourne (highest natural elevation of 127 metres) with views of the Dandenongs, Kinglake Ranges and the Melbourne City skyline.

Doncaster Hill is an activity centre that is currently taking shape as a modern mixed-use urban village, including residential apartments, retail and commercial/office spaces, education, public health and welfare services, open space and recreation facilities.

Doncaster Hill is located along the major corridors of Doncaster Road, Williamsons Road, Elgar Road and Tram Road. It is bordered to the west by the Tullamore Estate, to the north by Westfield Drive, to the east by the JJ Tully Drive and to the south by Merlin Street, and it comprises seven distinct development precincts.

The major road corridors and the topography of Doncaster Hill currently present a number of challenges for the community to walk and cycle locally.

Doncaster Road and Williamsons Road are major arterial roads. As a major thoroughfare for local and non-local commuters, the levels of traffic and delays in crossing the roads can act as a significant barrier for people wanting to walk and access the shopping areas, bus interchange and Council services.

In addition, the elevation of Doncaster Hill and the undulating terrain can discourage residents from walking to key destinations, particularly from the south of Doncaster Road.

It should be noted, however, that the topography can also be viewed as an opportunity for potential change in behaviour. For example, the benefits of walking up hills can include an improvement in cardiovascular health and this gain can be emphasised. In addition, the significant views and vistas can be highlighted, celebrating the natural attributes of the site.

Doncaster Hill is divided into seven development precincts. (See Figure 1 below). Each precinct has a unique character and planning vision with a distinctive set of urban design guidelines. Each precinct has been identified in relation to its orientation and aspect, relationship to main roads and present and future land uses. Together the seven precincts form an integrated urban village.
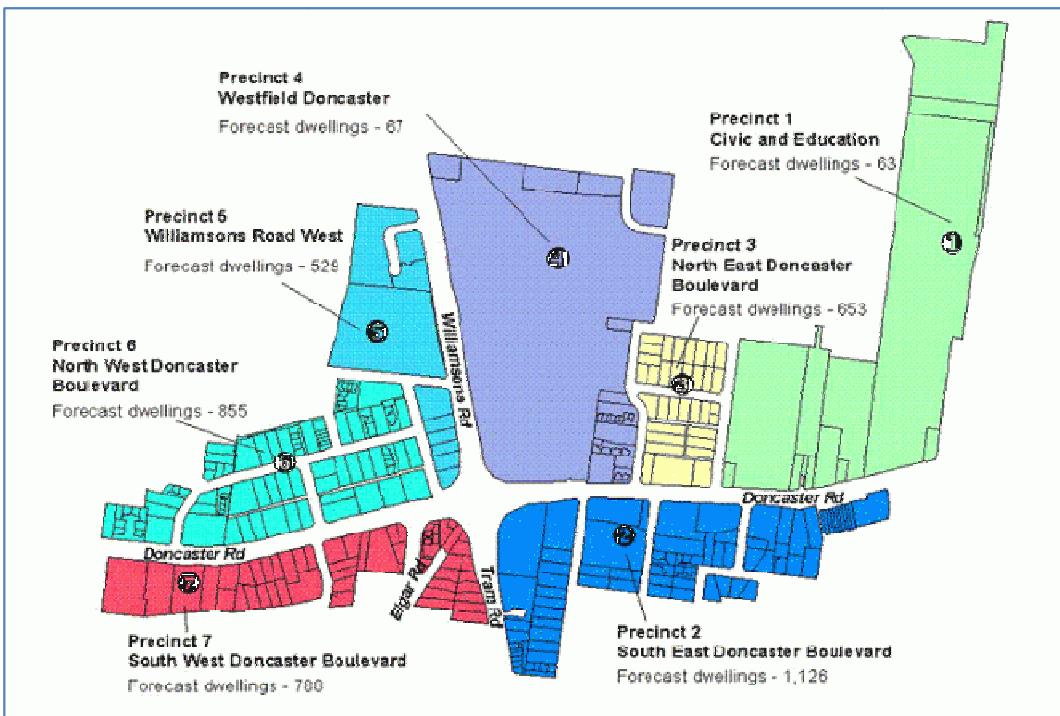
FIGURE 1 – DONCASTER HILL DEVELOPMENT PRECINCTS

DONCASTER HILL AS A MULTI TRIP GENERATOR

The Doncaster Hill precincts each contain multiple sites that act as key 'trip generators' for the community. These are sites or destinations that people need to access, by different modes of transport, for a variety of reasons.

The main activity generators for trips in Doncaster Hill are currently:

- Westfield Doncaster acting as a regional shopping centre, which features a major bus interchange, medical suites, offices and Village Cinemas (15 million visitors per year);
- The MC^2 (Manningham City Square), a community hub including a regional library, art gallery, maternal and child health care, child care and pre-school facilities; and
- The Manningham Council Offices, including the Manningham Function Centre.

There are several additional sites acting as trip generators, these include:

- Doncaster Playhouse;
- Doncaster Primary School;
- Recreational facilities including Doncaster Bowling Club, and Schramms Reserve
- Shoppingtown Hotel;
- Church of Christ and Pilgrim Uniting Church; and
- Several offices, showrooms, factories, restaurants and retail premises.

ACTIVITY TRIPS GENERATED BY THE PRECINCTS

There are a variety of activity trips that are generated within the precincts. Below is an overview of this variety and complexity of travel that occurs throughout Doncaster Hill.

Precinct 1 – Civic and Education

- Includes the non-residential area north of Doncaster Road between Council Street and JJ Tully Drive. This precinct includes the **major civic** and **educational facilities**, such as **MC² (Manningham City Square**), the **Manningham Civic Centre** and **Doncaster Primary School**, as well as key historic buildings and areas of **open space**. It offers easy access to Westfield Doncaster and incorporates an **urban plaza, open space**, walking and cycling paths and **public education services**. The area includes a temporary gym, sports fields and a stadium.

Precinct 2 – South East Doncaster Boulevard

- Is located on the south side of Doncaster Road and includes the area between Tram Road, Doncaster Road, Frederick Street, Merlin Street and Hepburn Road. It is the centre of **residential development,** with a north-facing aspect catering for future **cafes, restaurants** and **outdoor eating**. It also includes the Doncaster Church of Christ.

Precinct 3 – North East Doncaster Boulevard

- Includes the area north of Doncaster Road and south of Goodson Street, between Tower and Council Streets. It is the **interface** between **Westfield Doncaster** and the major **civic** and **educational facilities** of Precinct 1. This precinct is predominantly residential and may include a major hardware store in the future.

Precinct 4 – Westfield Doncaster

- Includes the area north of Doncaster Road, east of Williamsons Road, south of Westfield Drive and west of Tower Street and features **Westfield Doncaster**, a major regional shopping centre. The Doncaster **bus interchange** is located in this precinct. This precinct also includes a **church**, **gym, residential development** and **commercial office accommodation**.

Precinct 5 – Williamsons Road West

- Includes properties abutting Williamsons Road, between **Sovereign Point Court** and Doncaster Road and features existing high-density **residential** developments. It also includes **Doncaster Shoppingtown Hotel, a gymnasium** and **commercial office accommodation**.

Precinct 6 – North West Doncaster Boulevard

- Includes the area north of Doncaster Road between the Tullamore Estate and Carnarvon Street, up to and including the properties on both sides of Firth Street. This precinct defines the western edge of Doncaster Hill and offers access to the Eastern Freeway. This precinct has a **commercial/light industrial** character and will incorporate medium density **residential** housing towards the rear of the precinct. This precinct also abuts the Eastern Golf Course development (Tullamore Estate) to the west.

Precinct 7 – South West Doncaster Boulevard

- Includes the area south of Doncaster Road and north of Carawatha Road, and includes the area south of Doncaster Road between Doncaster Road and Tram Road. Together with

Precinct 6, this area forms the major gateway to Doncaster Hill from the Melbourne CBD. It will incorporate a mix of affordable housing, **residential**, **commercial** and **retail** facilities.

3. DEVELOPING THE TRAVEL BEHAVIOUR CHANGE PLAN: THE APPROACH

The nature of the development precincts on Doncaster Hill brings a level of complexity when preparing a Travel Behaviour Change Plan.

As previously stated, Doncaster Hill is a key destination in Melbourne's east with high-density residential and mixed-use development. There are multiple precincts within the activity centre, all with unique urban design that generate numerous transport needs for a wide and diverse range of community members.

While there are some common travel behaviour change actions that can be applied across Doncaster Hill, there will also be travel behaviour change actions that are specific and unique to the individual precinct and their key destinations. It is difficult to create a singular behaviour change plan with solutions to address all of these needs.

The recommended approach is that this document forms an overarching behaviour change plan for Doncaster Hill, with individual travel plans to be developed for each precinct / development site, as required.

The Behaviour Change Plan and Precinct Plans

The Behaviour Change Plan ('Plan') is the overarching behaviour change plan for Doncaster Hill. It includes a range of travel behaviour change actions and initiatives that incorporate **two broad themes: creating and normalising the community culture of walking locally, and implementing the built environment to support the walking culture**.

Both themes emphasise the need for Council to create a supportive environment for walking, while decreasing the desire for driving locally.

The Plan includes travel behaviour change actions that are focussed on community building, and require on-going engagement with the community. This helps to develop social culture and social norms in Doncaster Hill travelling sustainably. Other actions within the Mode Shift Plan support the need to continue to develop and advocate for improvements to the built environment, to support changes in travel behaviour.

Underpinning the Plan are the Precinct Plans. These are the individual travel plans developed for each precinct and / or development site.

Each precinct will generate different activity and travel trips for the community 'users' who in turn will have different travel needs with barriers and opportunities for choosing sustainable transport. The Precinct Plan for the precinct will be developed to respond to specific site contexts and conditions and the individual needs of the relevant community.

It may also be necessary to create travel plans targeted to development sites that are located within the precinct. For example, a Green Travel Plan would be developed for a workplace, a

School Travel Plan for a school and a Residential Travel Plan for an apartment complex. All of these targeted travel plans would sit within one Precinct Travel Plan.

Diagram 1 provides an image demonstrating the overall approach.

In the diagram, the umbrella represents the overarching Plan for Doncaster Hill and the precinct plans sit under each 'prong'. Under each precinct plan are the targeted travel plans, based on the key destinations situated for each precinct.

TRAVEL BEHAVIOUR CHANGE 'MENU'

The recommended actions for the Plan are presented in the form of a 'menu'. This has a range of potential travel behaviour actions and initiatives that can be applied across Doncaster Hill and within each precinct.

The overall approach has an effect where the actions and initiatives developed with each individual site inform its precinct plan. The precinct plan actions and initiatives then inform the actions for the overall Plan and are contained in the menu. The approach acts as an iterative process.

The actions and initiatives recommended for this Plan have been developed as a result of conducting travel surveys, community consultations, strategic workshops and best practice research. The menu is not exhaustive, but will continue to expand as future precinct travel plans identify additional actions and initiatives.

It is important to note that this approach also assists Council to realistically manage, implement and deliver all that is required to encourage the long term goal of sustainable transport mode shift for Doncaster Hill.
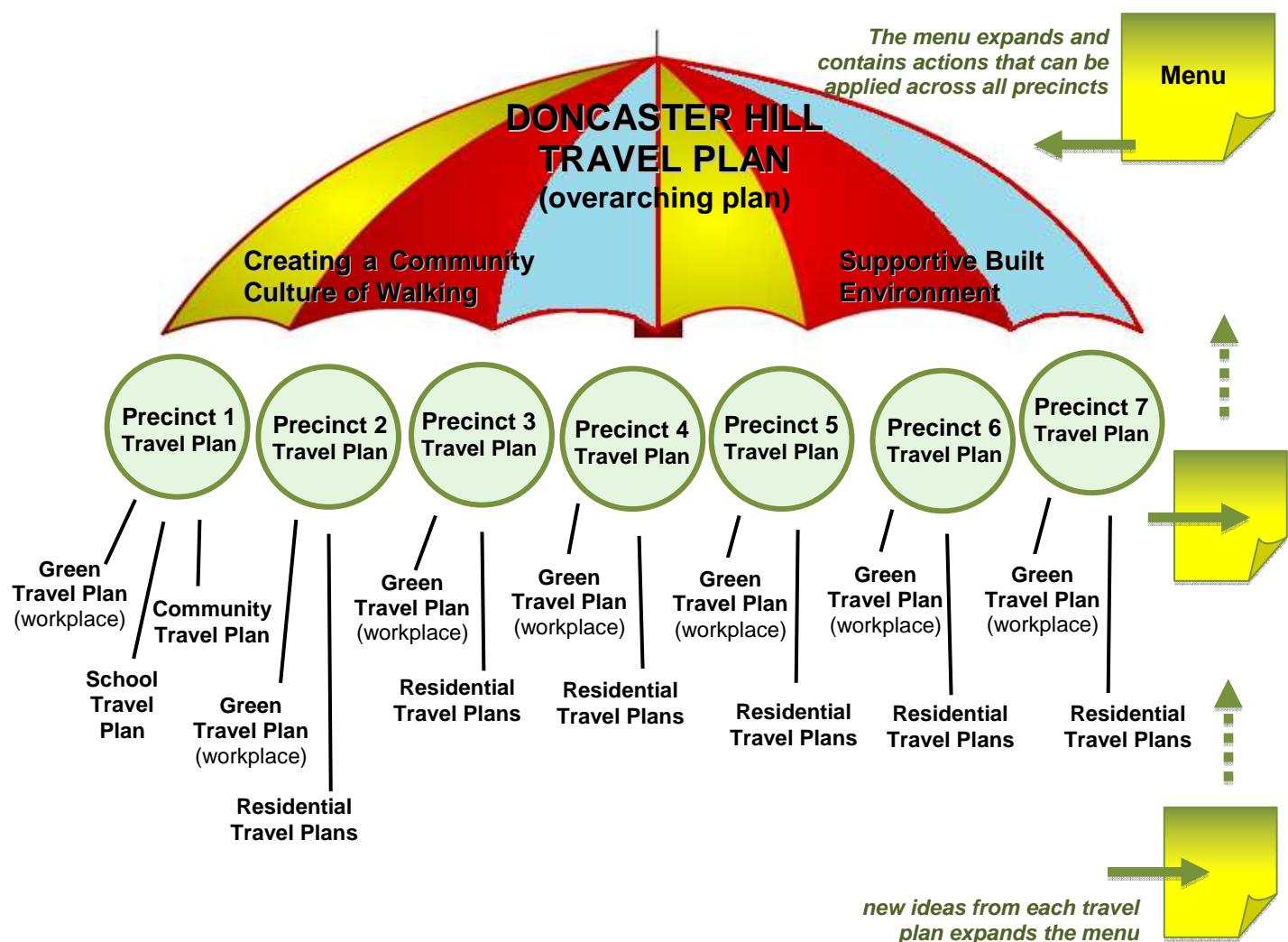

DIAGRAM 1 – THE TRAVEL BEHAVIOUR CHANGE PLAN APPROACH

4 THE DONCASTER HILL COMMUNITY

The Doncaster Hill Strategy 2002 (revised 2004) envisages the development of more than 4,000 new residential apartments, an additional 10,000m^2 retail and 20,000m^2 commercial / office space. The population of Doncaster Hill is set to increase by approximately 7,500 residents by full build out in 2036. The numbers of employees working within the Hill is also expected to increase.

One of the challenges and opportunities for the behaviour change plan is that the population of Doncaster Hill is growing each year. While the growing population will increase demand on the existing road network, this provides an opportunity to establish new travel behaviours for residents and commercial operators as they move in.

4.1 DEMOGRAPHICS

The Doncaster Hill community is identified as a mix of individuals, community organisations, traders, primary school students, church groups, Council staff and the private sector. This group also includes people who travel to Doncaster Hill from other areas within the municipality or broader area.

The most current demographics to be sourced are taken from the 2011 Census which indicates a population of 1,194 residents living within Doncaster Hill. However, more up to date Council information shows that this is currently at 1700.

By full build out of Doncaster Hill, it is projected that the population will increase by more than 7,500 people, to approximately 8,300 residents.

The 2011 Census data shows that:

- Car ownership: 85.5% of households in Doncaster Hill owned at least one (1) car (compared with 92.4% of Manningham overall), while 7.4% did not own a car (compared with 4% overall for Manningham).

- ABS data indicates Manningham has one of the highest car ownership rates in metropolitan Melbourne (2 vehicles compared to metropolitan average of 1.7 vehicles per household). This is a reflection of the limited public transport options to and within the municipality.

- The average household size in Doncaster Hill was 2.31 persons. Interestingly, only 23% of households in Doncaster Hill comprised of couples with children compared with 41% in the wider Manningham community. Furthermore, the two largest groups were 'couples without children' and 'lone person' which represents 25.7% compared with 17.2% in the City of Manningham, for both groups combined.

- Doncaster Hill has a lower proportion of pre-schoolers than the wider Manningham community. There is also a higher proportion of tertiary educated and independent people (18 to 24 years) and young workforce (25 to 34 years old) living within Doncaster Hill compared with the broader Manningham community.

It is expected that new residents of Doncaster Hill will include: students, young professionals, residents downsizing from larger residential properties, empty nesters and residents requiring more affordable housing options.

It is important that the actions and initiatives for current and future travel plans are designed for this type of mixed community, with their varied needs and concerns.

4.2   THE DONCASTER HILL COMMUNITY VALUES

Council engaged with the Doncaster Hill community through a number of 'Community Conversations'. These were workshops aimed at discovering what was important to the community about Doncaster Hill and what it was like to travel in the area.

The workshops were an essential way to identify the values important to the community. It also provided an avenue to discuss what was effective in creating an enabling environment for change for the individual and the group.

Community values

The workshops explored the importance of community values. Values can allow members of a group to work together in a harmonious way. Values can act as a shared 'guide' for behaviours of the community. It can make it easier to reach goals that could be difficult to achieve individually.

When creating a vision of a desired future, such as the aim for the Doncaster Hill travel plan, it is important to be inclusive of values shared by the group. As a result, the future is one the community has a desire for, and are happy to invest in.

The following are a range of values that were shared across the Doncaster Hill community in the workshops:

The aesthetic nature of Doncaster Hill

- The scenic views; the pleasant surrounding parks and gardens; love the greenery and trees surrounding the area.

The accessibility and range of services and systems for the community

- Close to facilities and amenities; range and access to shops
- The close walk to the major shopping centre; the facilities are close together, such as the library and Council services
- The current public transport system, particularly use of the 907 and 902 SmartBus.

Changing habits

The workshops also explored what was effective in creating an enabling environment for change in behaviour, particularly for travel. The discussions helped to understand the individual perspective of behaviour change, and how we change socially and make group choices.

The Doncaster Hill community highlighted a number of key aspects when creating an enabling environment for change. These included:

Set realistic goals	Need motivation to continue
Need easy steps to achieve	Have milestones with time deadlines
Need to feel 'safe' in doing the new habit, that you can do it.	Reward & incentives help
Make a public statement that commits to achieving the new habit	Need a prompt or tool to inspire & remind
Join a group for support & encouragement; work with a partner	Helps reinforce behaviour when you see the negatives of not doing the new habit
Modify as you go	Helpful to have program and systems to guide you

5 TRANSPORT AND TRAVEL IN DONCASTER HILL

This section describes the transport that currently exists in Doncaster Hill, as well as Council's future plans to support the community in accessing sustainable transport modes.

It is important to note that the focus of this Plan, as in the Doncaster Hill Mode Shift Plan (2014), is on moving people by means other than private vehicle use. Reductions in levels of car dependency will be encouraged, as will an increase in the use of sustainable modes such as walking, public transport and cycling.

5.1 HOW IS THE COMMUNITY CURRENTLY TRAVELLING IN DONCASTER HILL

The Travel to Work 2011 census data shows that the uptake of sustainable transport modes is proportionally greater in Doncaster Hill, when compared to the wider Manningham area.

The 2011 data shows that walking, cycling and public transport use, as the main method of travel for Doncaster Hill was 19.6%, with the following mode split:

- Bus – 14.7% (Manningham – 7.5%)
- Walk (only) – 4.9% (Manningham – 1.1%)
- Cycle (only) – 0% (Manningham – 0.3%)

The 19.6% mode share of bus and walking, for travel to work journeys, is significantly greater, when compared to the 8.6% for Manningham as a whole. This demonstrates that the current community within Doncaster Hill utilises alternative modes of transport and provides a positive basis from which to build.

The Behaviour Change Plan aims to encourage an additional shift of 10% to these sustainable transport modes over time.

COMMUNITY ONLINE SURVEY

An online community travel survey was conducted in early 2014 across residents, employees and employers within Doncaster Hill. The aim of the survey was to determine what influences people to travel via a particular mode and what could influence them in the future to choose more sustainable modes of transport.

The results of the survey revealed that a large number of respondents were willing to consider sustainable modes of transport, other than private vehicle use. However, the majority of respondents chose to drive primarily due to the convenience of the private vehicle and the distance travelled. Furthermore, existing infrastructure constraints limited their ability to choose sustainable modes of transport. A perceived lack of information on how to travel from place to place was also a barrier. Of note, is that more than half of the respondents indicated that they would prefer to travel by public transport, walking and cycling on a more regular basis.

Close to half of the respondents live in Doncaster Hill, just under half work in Doncaster Hill and a small percentage both work and live in the area. The vast majority travelled by private vehicle during the weekday PM peak period (4pm to 7pm).

Further information on the survey results can be found in the Doncaster Mode Shift Plan: http://www.doncasterhill.com/doncaster-hill-mode-shift-plan-2014

5.2 WALKING

Walking as a mode choice can greatly assist with the reduction of private vehicle usage. In addition, walking also has the added benefit of increasing the overall health and wellbeing of the local community in Doncaster Hill.

The majority of the local street network within Doncaster Hill currently has standard footpaths that are in good condition. There are a number of boulevard treatments and walking and cycling paths installed in specific areas which are wider than the standard footpaths.

Future development of the Doncaster Hill area includes boulevard treatments along the length of Doncaster Road and Williamsons Road. The treatments are designed to be pedestrian designated networks only, as well as forming part of the built form vision for an active street frontage.

One of the challenges for pedestrians in Doncaster Hill is the topography with the area undulating and quite 'hilly' in particular sections. However, walking (and cycling) are still considered feasible options for local travel, and could be highlighted as positive aspects to improving fitness along with information referring people to footpaths with lesser gradients.

Walking in Manningham

Information on walking trails can be found at: http://www.manningham.vic.gov.au/walking-trails

Of particular relevance for Doncaster Hill are the following guides:
- Heritage Trail
- Doncaster Hill to Ruffey Lake Park.

Built Environment

Council has identified a range of work to be undertaken to the built environment (infrastructure), which is a major component of the Doncaster Hill Mode Shift Plan. Infrastructure works will be undertaken in conjunction with the implementation of the travel behaviour change plan.

This includes improved wayfinding signage along existing roads, footpaths and paths in reserves, to identify preferred walking and cycling routes.

Pedestrian and Cycling links

Council has commenced work on creating a network of improved pedestrian and cycling links around Doncaster Hill. This includes: shared path constructed between Precinct 1 and Westfield Doncaster; widened walking and cycling paths now run adjacent to Doncaster Primary School and along Council and Goodson Streets; installation of wayfinding signage with walking travel times to major sites on the Hill to assist pedestrians; shared path also links to MC2, the Doncaster Hill boulevard and pedestrian underpass on Doncaster Road.

The Doncaster Hill Mode Shift Plan 2014 has highlighted the key walking and cycling desire lines for Doncaster Hill, as shown in Figure 2 on page 16. The Mode Shift Plan also proposes to reallocate road spaces along key local routes, to ensure that pedestrians are adequately catered for. For further information please refer to www.doncasterhill.com/donhillcommunity/transport.
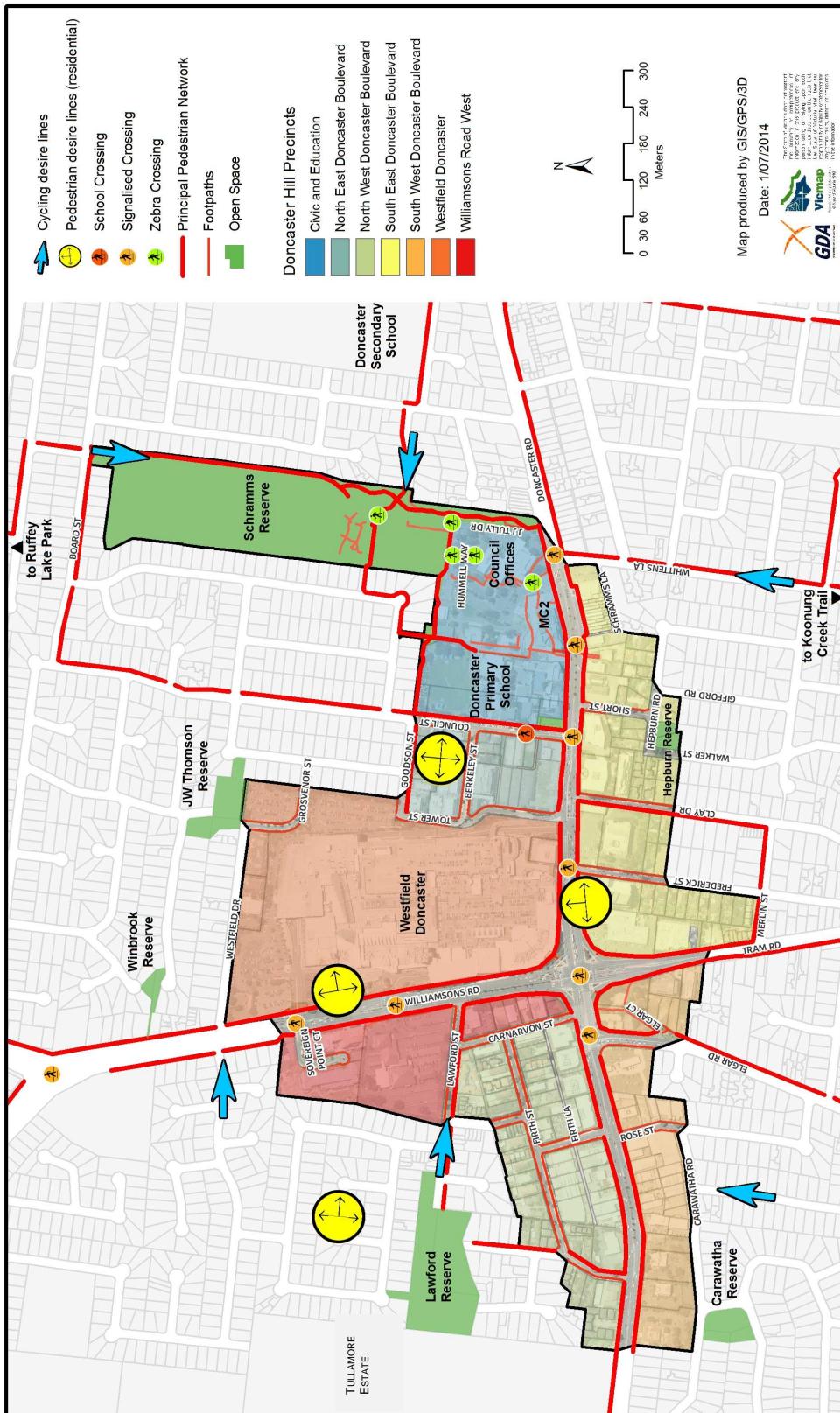
FIGURE 2 – WALKING AND CYCLING IN DONCASTER HILL

Legend:

- Cycling desire lines
- Pedestrian desire lines (residential)
- School Crossing
- Signalised Crossing
- Zebra Crossing
- Principal Pedestrian Network
- Footpaths
- Open Space

Doncaster Hill Precincts

- Civic and Education
- North East Doncaster Boulevard
- North West Doncaster Boulevard
- South East Doncaster Boulevard
- South West Doncaster Boulevard
- Westfield Doncaster
- Williamsons Road West

Map produced by GIS/GPS/3D
Date: 1/07/2014

0 30 60 120 180 240 300
Meters

GDA
Vicmap

5.3   PUBLIC TRANSPORT

PLANNING PUBLIC TRANSPORT TRIPS

To find the best way to travel to and from Doncaster Hill by public transport the local community can visit the Public Transport Victoria website at http://www.ptv.vic.gov.au. The **PTV Journey Planner** can be found at the website, which provides detailed public transport timetables and maps specific to a user's journey.

Doncaster Area Rapid Transit (Dart) Bus Service

- Four local bus routes provide regular and frequent services between Manningham and the Melbourne Central Business District (CBD).

- Route 907, services Doncaster Hill. Route 907 operates between the Melbourne CBD (Lonsdale Street) and Mitcham Railway Station. This service travels along Doncaster Road, however does not service the Doncaster bus interchange located within Westfield Doncaster.

- The DART services operate every 15 minutes throughout the weekday between 5.00am and 9.00pm, and half hourly between 9.00pm and midnight. During the AM and PM peak, services operate every 7-8 minutes. The services also operate every 30 minutes on the weekends.

- The DART provides regular services to Bulleen and The Pines (route 905), East Doncaster and Warrandyte (route 906), Doncaster Hill, Park and Ride and Mitcham Station (route 907) and The Pines and Doncaster Park and Ride (route 908).

SmartBus Orbital Service

Two Orbital SmartBus routes, the Red Orbital (903) and Green Orbital (902) provide services which pass through Doncaster, stopping at Westfield Doncaster.

- The Red Orbital SmartBus service (route 903) runs from Mordialloc to Altona.
- The Green Orbital SmartBus service (route 902) runs between Chelsea and Airport West.

Manningham Mover

The 'Manningham Mover' loop bus service connects major activity centres in the municipality, including Westfield Doncaster, The Pines, Tunstall Square, Doncaster Park and Ride and Manningham City Council Offices/MC2 in Doncaster.

Other Local Services

In addition to DART and orbital services, there are also 6 other local bus services that operate within Doncaster Hill, travelling to a number of destinations including Deakin and Melbourne Universities, Greensborough, Box Hill and Templestowe.

Review of local bus services

Manningham City Council has developed a strategic framework and advocacy program to improve transport infrastructure and public transport services within Manningham. Council will continue to advocate for increased funding to address public transport issues. More information can be found with the '**Improving Public Transport**' Doncaster Hill fact sheet, on the Doncaster Hill website:

http://www.doncasterhill.com/donhilldonhillcommunitytransport/public-transport

Advocacy for a range of local bus services is an important aspect of the behaviour change plan, particularly as it is one of the main sustainable transport modes available to the Doncaster Hill community.

Rail Advocacy to Doncaster Hill

As part of Council's medium term public transport objectives, ongoing advocacy will continue on the proposed Doncaster Rail Link between the CBD and Doncaster Hill, as well as advocacy to extend Tram Route 48 from Balwyn North to Doncaster Hill.
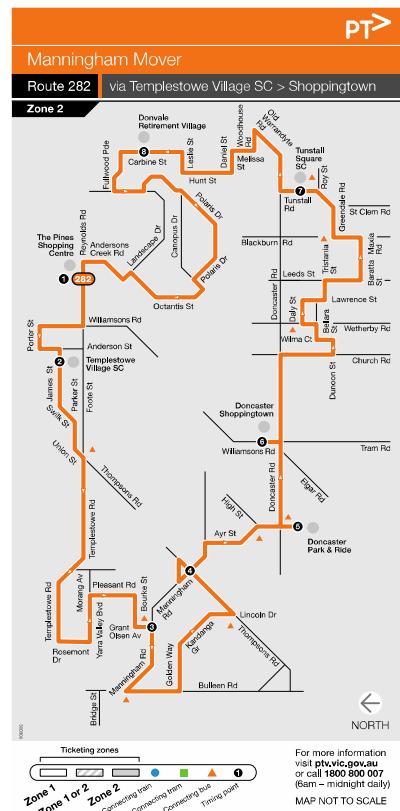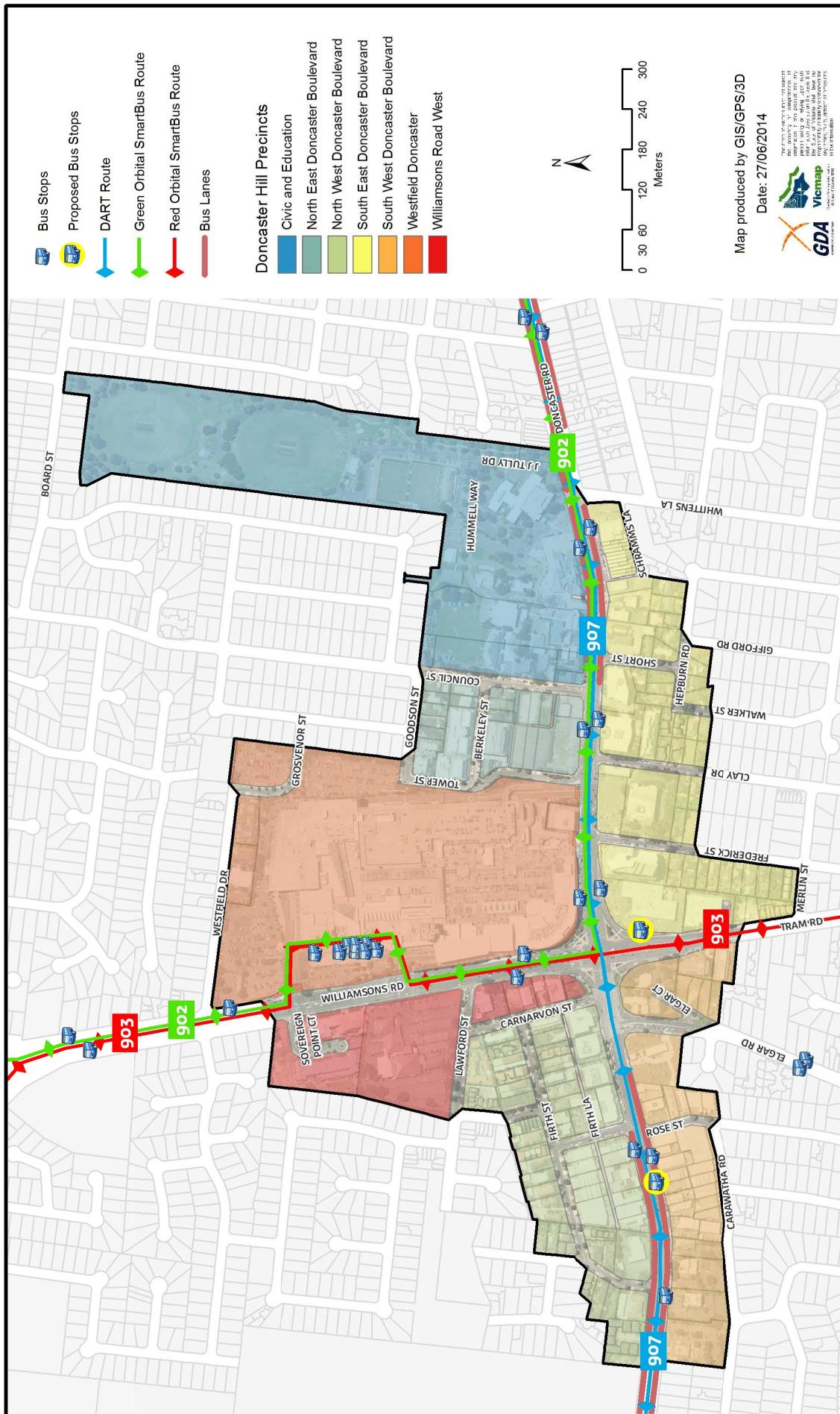
FIGURE 3 – DONCASTER HILL PUBLIC TRANSPORT ROUTES

Legend:
- Bus Stops
- Proposed Bus Stops
- DART Route
- Green Orbital SmartBus Route
- Red Orbital SmartBus Route
- Bus Lanes

Doncaster Hill Precincts
- Civic and Education
- North East Doncaster Boulevard
- North West Doncaster Boulevard
- South East Doncaster Boulevard
- South West Doncaster Boulevard
- Westfield Doncaster
- Williamsons Road West

Map produced by GIS/GPS/3D
Date: 27/06/2014

0 30 60 120 180 240 300
Meters

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5.4   CAR SHARING

A car share scheme does not currently operate in Doncaster Hill. Implementing a car share scheme would assist in reducing private vehicle use and ownership. Car share schemes would be particularly helpful and appropriate in locations where residents of higher density residential developments are able to access a pool of vehicles.

Car share schemes have grown from strength to strength in cities around the world and throughout a number of municipalities in inner Melbourne. In some areas, it has been found that the benefits of car share schemes include increased livability through reduced vehicle ownership and reduced vehicle kilometres travelled, leading to less congestion, increasing parking availability, enabling an area to make better use of built and open space, increasing public health and improving household and local economies.

As Doncaster Hill continues to develop and more residents move in to the area, car sharing may prove to be a financially viable business for operators in the long term and a valid option for sustainable transport. Council will continue to investigate opportunities to implement a car share scheme once the Doncaster Hill population is at a level to ensure the viability of the scheme.

5.5   CYCLING

While not currently a high priority as part of this Plan, cycling within Doncaster Hill is also important to achieving mode shift.

The Doncaster Hill Pedestrian and Cycling Plan (February 2010) identifies Council's future works and initiatives to be undertaken to ensure stronger links and cycling facilities to key attractors and public transport. This includes improved access to the bus interchange located within Doncaster Westfield, the Doncaster Park and Ride and to the Koonung Creek Trail to the south.

In addition Doncaster Road, Williamsons Road, Tram Road and Elgar Road have all been designated as Principal Bicycle Network (PBN) routes by VicRoads. The Principal Bicycle Network (PBN) is a network of proposed and existing bicycle routes, which provide access to major destinations in metropolitan Melbourne. In Doncaster Hill, the PBN operates along Doncaster Road.

Council will continue to advocate for and work in partnership with VicRoads to investigate the feasibility of the PBN routes within Doncaster Hill.

5.6   TAXIS

The use of taxis in Doncaster Hill can help to decrease the need to use the private vehicle and are considered to be another sustainable transport option.

Taxis could potentially be used in conjunction with other sustainable transport modes such as public transport. They can be considered as an alternative when carrying large loads, such as shopping trips, instead of the private vehicle. Taxis are also seen as a vital transport option for residents who may be restricted in their ability to use the bus service.

Taxis are potentially more economically viable than owning and maintaining a private vehicle.

6 BARRIERS AND OPPORTUNITIES FOR CHANGE TO SUSTAINABLE TRANSPORT

There are a number of barriers and opportunities for change to sustainable transport in Doncaster Hill. As part of the participative design approach to developing this Plan, the Doncaster Hill community were invited to a number of workshops to identify barriers and opportunities. Below is a summary of the responses to the consultation.

As part of developing a travel plan for each precinct, barriers and opportunities will be identified specific to each site and based on the needs of the community at that site. The points included below may also apply at each precinct.

Barriers

- Car ownership: Manningham has one of the highest car ownership rates in metropolitan Melbourne (2 vehicles compared with 1.7 on average).
- Limited public transport options available (bus only); access to a number of public transport routes is limited due to location (e.g. Route 907 is not accessible at bus interchange).
- The topography of the area. The undulating terrain may discourage the community from walking to key destinations.
- Pedestrians face delays in crossing Doncaster Road and the main intersection of Doncaster Road / Williamsons Road / Tram Road.
- Pedestrian and cycling access to the bus interchange within Westfield Doncaster is limited. In addition general access for pedestrians and cyclists to Westfield is poor.
- Built environment: to be developed over time including wayfinding, street furniture such as benches, lighting, signalling.
- Developing community – needs the behaviour change plan to be constantly adapting as newer communities emerge and demographics change.
- No footpaths are located in some areas of Doncaster Hill i.e. Hepburn Street, Walker Street
- Lack of public transport information; and lack of Myki machine at the bus interchange

What currently supports sustainable transport

- Current levels of walking locally, catching public transport higher than the Manningham average.
- DART bus service is extensive and popular
- Major bus interchange located at Westfield Doncaster Shopping Centre
- Opportunity to shift trips less than 2.5km from car to more sustainable modes of transport. (Close to half of all short trips are taken by the car).
- A largely established footpath network.
- Existing wayfinding signage along established paths
- Support and planning by Manningham City Council to integrate land use planning and an accessible and sustainable transport system. Council is engaged in the coordination of land-

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use and transport planning, including the mix and location of activities that will influence the use and efficiency of road and transport networks.

7. DONCASTER HILL BEHAVIOUR CHANGE PLAN ACTIONS

7.1 OBJECTIVE FOR THE PLAN

The objective for the Doncaster Hill Behaviour Change Plan is to increase walking and public transport use and decrease car use for local trips around the afternoon peak period, Monday to Friday, 4.30pm-6.30pm. This will be encouraged by the following:

- A Flexible approach, which is responsive to community needs
- Through community development and ownership of the sustainable future vision
- Improved community health and well being
- Improved environmental outcomes
- By building a vibrant urban village and
- Mitigating road congestion and facilitating efficient public transport

7.2 TARGETS

The overall target is to shift travel by sustainable travel modes for all trips from 19.6% to 30% by 2030. It is recommended that the incremental targets be reviewed periodically, at least every 2 years, to assess the progress towards the stated targets. Based on current mode share in Doncaster Hill, suggested incremental targets are shown in Table 1 below.

Mode Share - current	Year 5 (2020)	Year 15 (2030)	Full Build Out
Bus - 14.7%	17.5%	18.5%	20%
Walk - 4.9%	6%	7.5%	9%
Bike - 0%	0.4%	0.6%	1%

TABLE 1 - FUTURE MODE SHARE SPLIT

7.3 ACTIONS

There are a range of actions and initiatives that have been identified during the development of this Plan. These are included in the travel behaviour change 'menu'. Please see Appendix A for the full list of recommended actions and initiatives. The menu contains actions for the overarching Plan, as well as actions for precinct Plans.

The list is not exhaustive and the travel planning process encourages each precinct to identify its own specific barriers and enablers to changing travel behaviour. Actions and initiatives can be utilised from the menu, or new ideas can emerge from the process. These ideas can then be fed back into the overall menu, and help to inform other precinct plans and the overall Behaviour Change Plan.

7.4   EVALUATION AND ASSESSMENT

Actions for the plan will be consistently monitored and evaluated to measure impact and success. This also ensures that the plan and the actions can be adapted, particularly as the community demographics and needs change over time.

Each action and initiative included in the menu has an indicator that will measure and monitor delivery and success. Below are suggested ways to measure broader behaviour changes.

- Review of Census data which every 5 years to monitor population, demographics and Travel to Work data. The next scheduled census will occur in August 2016.

- Baseline data has been established from the community online survey in early 2014. Follow up with a survey 12 to 18 months after implementation has begun.

- Observational counts of pedestrians to be conducted before and after implementation at the various precincts.

- Observational counts of bike parking and cycling at various precincts.

- On-going bus patronage counts.

- Westfield survey data

- Pedestrian count data in the 2011 GTA traffic study at key locations and follow up surveys.

APPENDIX A – MENU

DONCASTER HILL TRAVEL BEHAVIOUR CHANGE ACTIONS

APPENDIX B – HOW TO GUIDE

No.	ACTION	Mode							DETAILED ACTION	INDICATOR (measure/monitor) suggestions	COST	Comments	Who
		Res	Work	Comm	PT	W	CS/P	C					
1	**ADMINISTRATION**												
1.1	**Working group**								Ensure precinct based working group has representatives from council and relevant community members.	Working group formally appointed	Staff time	Short, Year 1	Council
1.2	**Working group meetings**								Working Group responsible for monitoring and implementing actions of the travel plan. Each meeting to plan for the quarter ahead.	4 meetings per calendar year	Staff time	Short, Quarterly, annually	Council
1.3	**Council project officer**								Consider engaging an additional Council project officer for regular implementation of actions of travel plan. Reports to Traffic and Transport team.	Staff officer appointed	P/T or F/T position	On-going, begin asap	Council
2	**ADVOCACY**												
2.1	**Meetings with Council teams**								Project team to build internal council support to advocate for need for infrastructure and services to support the project. Connect with teams of other Council departments where other objectives and strategies could be met through participating in this project.	Meetings with range of council teams and departments	Staff time	Short, Year 1	Council/ITAC
2.2	**Council champion**								Appoint a Council Champion for the overall program. Champion advocates for the program within Council as well as within the community.	Council champion appointed	Staff time	On-going, Year 1 start	Council
3	**COMMUNICATION & PROMOTION**												
3.1	**Communications and Community Engagement Plan**								Write a communications and community engagement plan: include website; newsletter; social media; regular presence in the Manningham Matters newsletter. Ensure the Doncaster Hill community is engaged and provides input in to the plan for most effective means of communicating. Work with community to develop effective messages	Approved Communications Plan	staff time	Short, Year 1 - Q1	Council
3.2	**Doncaster Hill - eNewsletter**	Res	Work	Comm	PT	W	CS/P	C	Include community profiles and regular messages of the program. Review effectiveness as part of Communications Plan.	eNewsletters written. Monitor how often downloaded and any feedback	Staff time	On-going	Council
3.3	**Doncaster Hill Website - Sustainable transport page and Manningham Website**	Res	Work	Comm	PT	W	CS/P	C	Detailed page with how residents can travel around the area sustainably. Include links to the PTV journey planner and public transport timetables.	Webpage created. Monitor access to page and downloading information.	Staff time	Short, Year 1	Council
3.4	**Social media websites - Manningham City Council**	Res	Work	Comm	PT	W	CS/P	C	Investigate appropriate and effective social media sites such as Manningham Facebook. Review effectiveness as part of Communications Plan.	Webpage created. Monitor access to page and downloading information.	Staff time	Short, Year 1	Council
3.5	**Promotion** of program and how to travel locally through various **tools and mediums** (eg. postcards, fridge magnet, signage throughout the Hill etc)	Res	Work	Comm	PT	W	CS/P	C	Co-ordinated approach with message across each piece as well as individually. Most effective to be determined as part of Communications Plan and canvassing with the targeted community group.	Items printed and delivered to group	To be determined, based on each piece. Medium cost.	On-going. May begin with Pilot Project or delay until population grows and more cost efficient with larger numbers	Council Grants Sponsors

MASTER TRAVEL BEHAVIOUR CHANGE ACTIONS MENU

No.	ACTION	Mode							DETAILED ACTION	INDICATOR (measure/monitor) suggestions	COST	Comments	Who
		Res	Work	Comm	PT	W	CS/P	C					
3.6	**Profile community members**	Res	Work	Comm	PT	W	CS/P	C	Profile an individual, a group, a collective community who are participating in the program. This builds social norms and social proof. Also rewards participants. Begin with Pilot Project community.	Communications Plan - Quaterley article in Manningham Matters , website etc	Staff time	On-going, begin Year 1 - Q1	Council
4	EDUCATION (information, communicaton, community engagement)												
4.1	**Communcations campaign**	Res	Work	Comm	PT	W	CS/P	C	Regular and on-going messaging, promotion and communication to the community on encouraging new and sustained changes in travel habits. See Communications Plan. Regular and targeted communications: planned for each year of the life of the program and targeted times throughout the year. Communications campaign (actions and initiatives) to be regularly reviewed and tested with the targeted community and / or ITAC for effectiveness.	The various items promoted, printed, distributed. Will depend on the item.	Various	On-going, begin Year 1, Q1	Council
4.2	**Information Booth on Sustainable Travel in Doncaster Hill**	Res	Work	Comm	PT	W	CS/P	C	Opportunity for Council to engage with community, promote and provide informaton on active and sustainable travel around Doncaster Hill. Council to host an Information Booth where information is provided to the community on sustainable transport options in the area. Can hold booths at community events, fairs, at various areas in Doncaster Hill periodically. Invite PTV as part of booth to provide opportunity for the community to ask questions on how to use PT and how to use the personalised journey planner. Information can include: How to use Myki; where to buy Myki locally including on buses, how to use the journey planner and get their own personalised journey done, download and use the app. Will need to be targeted to Doncaster Hill based events	Number of sessions run/ number of booths	Low cost (eg.booth, materials) Staff (Council) Staff (PTV)		Council PTV Transdev
4.3	**Maps** - tool to provide information on **where to walk locally**	Res	Work	Comm	PT	W	CS/P	C	Provide maps such as: TravelSmart Maps; Doncaster Hill walking maps. Provide both online and hardcopy at customer service. Maps can also be available at bus shelters. Potential to create as an app for smart phones.	TravelSmart maps printed and distributed; number of times downloaded online and as an app	Hard copy - medium cost. Online-low cost. Inital App development - High Cost	Short, Year 2	Council
4.4	**New Residents Information - online, website**	Res							Update 'New Residents Information' on Manningham City Council webpage with sustainable transport information. Needs to be targeted to Doncaster Hill.	Webpage updated with relevant information. Monitor how many times accessed and downloaded	Online - low cost	Short, Year 1	Council
4.5	**New Residents Information - hard copy pack**	Res			PT	W	CS/P	C	Council to partner with real estate agents and body corporate management to deliver information packs to new residents. To include welcome by Mayor and sustainable transport message and information. Consider incentives such as Mykis included with pack.	Information packs printed and distributed.	Low to medium cost	On-going, begin Year 1 - Q1	Council Real estate agents Owners Corporation management, sponsors
5	ENCOURAGEMENT (Events, Incentives, community building, opportunity to trial 'give it a go')												

No.	ACTION	Mode							DETAILED ACTION	INDICATOR (measure/monitor) suggestions	COST	Comments	Who
		Res	Work	Comm	PT	W	CS/P	C					
5.1	**Incentives** - eg.pedomter, water bottle, umbrella, Myki cards	Res	Work	Comm	PT	W	CS/P	C	Item to be tested with the target community for effectiveness. Is an effective means of reciprocity and encouragement for community to trial new travel behaviour. Could partner with range of sponsors to assist with costs.	Item printed and distributed	Medium to high	On-going. May begin with Pilot Project or delay until population grows and more cost efficient with larger numbers	Council Grants Sponsors
5.2	**Meet your neighbour 'Street Event'**	Res							Residents hold a street event with activities, to meet their local neighbour. This provides an opportunity to build community and connect with one another. At the event, council could hold information booth on sustainable travel around Doncaster Hill as part of the activities.				
									The 'street' event is an opportunity to meet others and create potential walking groups, carpooling buddies and engage in the conversation of local travel by walking and public transport.	Number of 'meet your neighbour' events	Low to medium	On-going. May begin with Pilot Project. Could then hold other ones as population grows and precincts develop.	Community run Grants Sponsors
		Res	Work	Comm	PT	W	CS/P	C	Opportunity to build on existing communities; to create social norms and social proofing, plus a fun and enabling environment can be created.				
									Removes isolation of individuals and groups, is a cost effective way to engage people. Gives ownership back to the community and fosters community spirit and involvement.				
									Amend street party policy to facilitate these events				
5.3	**Themed walking routes in Doncaster Hill**	Res	Work	Comm		W			This celebrates and capitalises on the topography, such as the hills, by identifying specific routes to main destinations in the area and 'theme' them. Eg. 'Huff and Puff' route could be along a steep hill.	Number of routes developed	Low cost: develop routes with community.	Short, Year 2 - 4 Develop routes and signage as community moves in to the precincts.	Community Council Grant Sponsor
									This is similar to Manningham's Heritage Trail with signage. This focus is on exercise and encouraging walking locally in a fun way.	Wayfinding and signage developed per route	Medium cost: signage and branding		
									Could create a range of low to highly challenging walks for different groups. Potential to engage with local community to determine the routes and name them.				
5.4	**Design of maps for themed walking routes by community**	Res	Work	Comm		W			Invite local community groups, artists, and school students to design the maps for the walking groups. Encourages engagement and ownership of particular routes.	Maps designed, printed and delivered.	Low to medium cost. Online and hardcopies. Possible grants for groups to develop maps.	Short, Year 2 - 4 Develop routes and signage as community moves in to the precincts.	Community Council Grant Sponsor
5.5	**Manningham Walking Trails**	Res	Work	Comm		W			Encourage opportunity to try walking in the local area using Council's pre-existing information: http://www.manningham.vic.gov.au/walking-trails	Hits on website	Low	Ongoing	Council
5.6	**Doncaster Hill Heritage Trail**	Res	Work	Comm		W			Promote and encourage residents to walk the Doncaster Hill Heritage Trail. Promote on the Doncaster Hill website and put brochures at Customer Service and MC2 libraries.	Map downloaded from website and hardcopies distributed.	Low	Short, Year 1 (trail and signage exists).	Council
5.7	**Manningham Environmental Walks**			Comm		W			Cross promote walks currently run by Council staff	Number of people participating	Low	On-going, short	Council

No.	ACTION	Mode							DETAILED ACTION	INDICATOR (measure/monitor) suggestions	COST	Comments	Who
		Res	Work	Comm	PT	W	CS/P	C					
5.8	**Earn rewards for travelling green – 'Green Money'**	Res	Work	Comm	PT	W	Cs/P	C	'GreenMoney' allows households to earn rewards for travelling green locally. The more green actions taken, the more discounts and rewards can be earned. Residents can save money when they shop locally. It's a simple way to travel locally and get rewarded. It's an on-line rewards system where the community member takes green travel actions as a part of group challenges. Points are earned once a challenge is completed and these can be redeemed to get reward points. Points can be spent at local shops for services and products.	Number of people participating in the program. On-going monitoring of the site and participation of members. Number of services and products redeemed.	Medium to high	Medium	Council Westfield Local traders Grants Sponsor
5.9	**Mall Walkers at Westfield Doncaster**	Res		Comm		W			This is a walking group within Westfield Doncaster (the group meets regularly and walks around the shopping centre - inside and outside). It offers community engagement and connection. It is aimed at community members aged 55+ up to 90+. It encourages walking in a safe environment and continuing physical fitness. This is based on "Fashionable Footsteps" in Chadstone Shopping Centre by Phoenix Park Neighbourhood Centre. Could also consider other age groups or social groups such as 'Parents with Prams').	Number of members participating How often group meets and participates Community survey	Low Staff Time	Short, Year 1	Community Council
5.10	**6 week Community Challenge - new walking habits**	Res	Work	Comm		W			Encourages the local community to try walking as an option to travel locally. Provides a challenge to community in Doncaster Hill to participate in a 6 week challenge to walk a certain amount in the set period of time. Incentives and prizes provided for participating. 6 week challenge concludes with a large community walking event. Could combine with the Mall Walkers; individuals could participate as groups,i.e workplaces, residential groups.	Number of people participating in the program. Participants log in online or via app. Prizes awarded. Community survey.	Medium- High	Short, introduce when larger numbers of residents and workplaces are in the precincts. (Economies of scale).	Council Grants Sponsors
5.11	**Community public transport group travel**	Res	Work	Comm	PT	W			Provides the opportunity for residents to try public transport for the first time. The group travels together with members of the community, using public transport in Doncaster Hill. Destination is Melbourne City. The trip could include: • Experience how and where to buy Myki • How to top up card • Which buses to take and where to catch • Catch the bus and travel to the city • Visit landmarks/shop in the city (for a period of time) • Travel back home to Doncaster Hill.	Number of people travelling with the group. How many group trips are booked.	Low	On-going, regularly run	Community Council PTV
5.12	**Shop and walk locally: wheely bag / backpack promotion**	Res	Work	Comm		W			Opportunity to reduce private motor vehicle use and encourage walking to local shops. Provide branded wheelie bags or backpacks to people pledging to walk to Westfield Doncaster and local businesses more frequently. Based on kms walked. Opportunity for new residents moving in to the area to establish new habit of walking and current residents who are driving locally.	Number of people participating in the program. Number of wheely bags or backpacks distributed.	Medium to high	On-going, medium	Council Westfield Local traders Grants Sponsor

No.	ACTION	Mode							DETAILED ACTION	INDICATOR (measure/monitor) suggestions	COST	Comments	Who
		Res	Work	Comm	PT	W	CS/P	C					
5.13	Doncaster Hill Community Walking Event	Res	Work	Comm		W			A large scale community fiesta encouraging residents, community groups, workplaces to walk along a variety of routes to a point in Doncaster Hill (eg.park) as a final destination. Various activities held at the fiesta including council's 'sustainable transport' booth, PTV booth. Health and fitness activities. Could co-incide with the final week of the 6 week community challenge.	Number of people at the fiesta Community survey	Medium to high	Medium	Council Westfield Local traders Grants Sponsors Community, Existing Local Walking groups
5.14	"Active Manningham" Boomer Revolution Program (50+)	Res		Comm		W			Community are invited to participate in council's existing program for people aged 50+. This includes activities such as: Exercise in the park; Tai Chi; Boomer Movie Club at Westfield, Heart Foundation Walking Groups	Number of people participating	Low	On-going	Council
5.15	Annual sustainable transport events at Doncaster Hill	Res	Work	Comm		W		C	Builds on existing annual events within Manningham City Council such as Ride2Work and programs as part of 'Live Well'.	Number of people participating	Low to medium	On-going	Council Local traders Westfield Community Sponsors Grants, Existing Local Walking groups
5.16	Home delivery service (groceries)								Opportunity to reduce private motor vehicle use for residents who drive locally for grocery shopping. Work with Westfield Doncaster and local traders.	Number of home deliveries made. Number of traders participating. Number of items delivered.	Low	On-going, short	Westfield Local traders
6	(BUILT) ENVIRONMENT / ENGINEERING												
6.1	Real time public transport information – Westfield Doncaster	Res	Work	Comm	PT				Embed real time transport information in the electronic information guides located at Westfield Doncaster.				Council Westfield PTV State Government
6.2	Real time public transport boards - various major sites in Doncaster Hill	Res	Work	Comm	PT				Real time boards placed in areas such as: apartment building foyers, major retailers such as Bunnings.	Number of real time boards installed	Medium to High	Medium	Council PTV Community Owners Corporations, Workplaces, Developers
6.3	Myki machine – purchase and re-charger								Machine to be placed at Bus Interchange	Myki machines installed Monitor use of machine(s)	Medium	Short	Council PTV
6.4	Signage for Myki purchase	Res	Work	Comm	PT				Signage for where Mkyi cards can be purchased and topped up. Signage could be standard stickers located at various places such as:bus shelters and at the Westfield bus interchange.	Number of signs/stickers	Medium	Short	Council PTV
6.5	Signage for public transport – within Westfield Doncaster	Res	Work	Comm	PT				Signage to be located within the shopping centre. Consider signage also for bike facilities and pedestrians	Number of signs	Medium	Short - Medium	Council PTV Westfield
6.6	Car Share Program - location points	Res	Work	Comm			CS/P		Advocate for Implemention of Car Share Program within Doncaster Hill	Number of car share locations Monitor number of people participating in program	Medium	Medium, as population grows	Council Car share companies

No.	ACTION	Mode							DETAILED ACTION	INDICATOR (measure/monitor) suggestions	COST	Comments	Who
		Res	Work	Comm	PT	W	CS/P	C					
6.7	**Creative Bus Stops**	Res	Work	Comm	PT				Council to hold a design competition for community to design unique and 'creative' bus stops. Encourages the fun of catching PT; could be a talking point eg "Meet you at the Big Watermelon" (bus stop shaped as a watermelon).	Competition is held; numbers of people who enter competition; number of bus stops designed and implemented	Medium-High	Medium	Council Grants PTV VicRoads
6.8	**Pedestrian Priority X crossing**								Investigate the feasibility a pedestrian 'X' crossing similar to Elizabeth & Flinders Street in City of Melbourne at the main intersection of Doncaster / Williamsons/Tram Roads. This is otherwise known as a diagonal crossing which stops all vehicular traffic and allows pedestrians to cross an intersection in every direction including diagonally. This is seen to prioritise the flow of pedestrians over vehicles which has benefits for pedestrian amenity and safety.	Investigate feasibility of a X crossing	Medium to High	Short - Medium	Council VicRoads

Target Legend

PT	Public Transport (Bus)
W	Walking
CS/P	Car Share/Car Pool
C	Car trips
R	Residents
Wrk	Workplaces
Comm	Community

'How to Guide'

How to design and implement a travel plan

A supplementary report for the Doncaster Hill Travel Behaviour Change Plan

(2015)

INTRODUCTION

This is a 'How to Guide' for implementing travel behaviour change projects as part of the overall Doncaster Hill Travel Behaviour Change Plan.

It is a step by step guide for Council officers wishing to implement future travel behaviour change programs specifically using the travel planning approach.

WHAT IS TRAVEL PLANNING

Travel planning is an effective strategic approach to reduce people's dependency on private car use and encourage uptake of sustainable transport alternatives such as walking, cycling and public transport.

Travel Planning involves a comprehensive process that encourages Council and the community to be involved in identifying potential barriers to travelling by sustainable modes and developing strategies and actions to address opportunities to change the way people travel.

A travel plan is the document that articulates the range of actions and initiatives to arise from the process.

The travel plan is developed by Manningham Council in collaboration with the community and a range of stakeholders.

It is a dynamic, living document that is part of the ongoing travel planning process.

STAGES OF TRAVEL PLANNING

The five step travel planning process can be applied to a variety of sites such as workplaces, schools, communities and residential apartments.
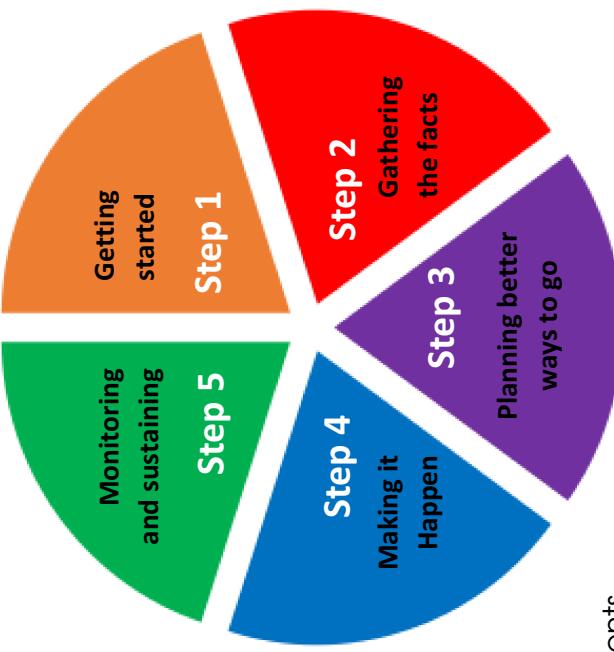
This guide contains an overview of each step and includes:

- The objectives of the step
- Indicative timeframe
- Who is involved
- Detailed instructions for implementing each step
- Suggested tools and templates (located in the appendix).

Step 1 – Getting started
Step 2 – Gathering the facts
Step 3 – Planning better ways to go
Step 4 – Making it Happen
Step 5 – Monitoring and sustaining

STEP ONE - GETTING STARTED

The first step focuses on securing support of key decision-makers. It identifies who to involve in the project, maps out a project plan, and confirms the objectives and benefits of developing a travel plan for the site.

OBJECTIVES

- Confirm the objectives and benefits of developing the travel plan
- Secure the support of the key decision-makers
- Identify who should be involved and get them on the team or in a working group
- Map out a project plan including evaluation methods

INDICATIVE TIMEFRAME

Step one usually takes one to two months.

You should not proceed with next steps until you have the commitment of key decision-makers, set up a working group and established the project timeline and project scope.

WHO

- Travel Plan Coordinator
- Relevant project staff

SUPPORTIVE TOOLS AND TEMPLATES

- Project champion
- Recommended project timeline

CHECKLIST & WHAT TO THINK ABOUT

☑ Do you have a clear idea of the outcomes of developing the travel plan? What are you trying to ultimately achieve?

☑ What benefits will the travel plan bring to the selected community? (e.g. environmental, health, economic benefits?) Promote these to the key decision-makers.

☑ How will the plan's successes be measured and monitored? Consider a number of evaluation methods.

☑ Have key decision makers been contacted and provided their support? Has their contribution been confirmed for the plan?

☑ Who are the potential champions for the project? Has their endorsement been secured?

☑ Who else needs to be involved with the project? Who are the people in the organisation and community who need to 'own' the project? Has their commitment to the process been secured?

☑ What other organisations could partner with the site to help support the travel plan?

☑ Has a working group been set up to lead the project? What are the roles and responsibilities of the group?

☑ Have you set up a working group that is diverse with a range of skills and expertise? Have you inspired the working group with successful ideas from other projects?

☑ Has a project timeline and project plan been prepared?

STEP ONE - GETTING STARTED

1. Build support

Your first step is to build support within Council for the project. This is to ensure management fully supports and commits to the project.

It is recommended that you present to, and meet with, relevant stakeholders, a variety of internal committees, community and/or reference groups, etc. This will help to build interest as well as identify shared deliverables (KPIs) with other Council teams and departments.

It is important to gain written sign off by management or relevant representatives for support of the project. This helps to provide a mandate for the delivery of the project.

2. Ensure a coordinator is on board

Appoint a coordinator within Council who will be responsible for coordinating the development and implementation of the travel plan. The coordinator will ensure the working group meets regularly, the plan is implemented and regularly monitored.

3. Assemble the Working group

Assemble your working group and ensure it is representative of a range of teams within Council. Effective working groups are comprised of members with a diverse range of expertise, skills and knowledge.

As the project develops it is recommended to invite representatives of the community, from the targeted area, to participate in the working group. This will be key to the long term success of the project as it builds a level of ownership by the community directly affected by the plan.

SELECTING THE CATCHMENT (PROJECT AREA)

Selecting your targeted area for the travel plan will depend on a number of variables. For example, consider:

- Where are the significant traffic and travel concerns? Does this impact a contained local area or have implications on the wider traffic network? Is this in response to a current traffic issue or future projections?
- Could a project in this area serve as a demonstration to the wider community?
- What is the population growth (of all users) in the area and the potential impact on traffic and travel patterns?
- Has a community/area requested assistance from Council?
- Is the community enthusiastic and willing to participate?
- Is there potential to encourage walking, cycling, or public transport use?
- Are areas scheduled for infrastructure treatment by Council that could support a travel plan?
- What is the built environment and infrastructure like in the area? Is there significant work that needs to be done or minimal work that could support the community in the short term?

Regardless of the land uses or the mix of user groups, a travel plan can be applied in many types of catchments. Review the area in its entirety and consider how travel is generated for all of the users.

It is important to note though that the more complex the mix of groups and land uses, the more time you will need to build in to engage and work with the various groups of people and 'trip users' in the area.

The scope of your project and the resources allocated will also help with your decision.

Ultimately your selection will need to address the question: how will it help you to achieve the purpose and aims of the travel plan?

For example, the selection of the area for the pilot project, for the Doncaster Hill Travel Behaviour Change Plan, depended on how well it could achieve its ultimate aim: will targeting this area help to reduce traffic congestion and increase walking and public transport locally?

The community representatives on the working group will be able to generate interest as well as talk directly to, and on behalf of, the community members.

4. Appoint a champion

A project champion is someone who can provide the internal impetus and 'push' for the project.

A champion is usually a senior staff member who has the authority and confidence to make decisions and is respected by staff and management alike. Consider appointing a Councillor or a Council senior executive.

As the project evolves a member within the local community may also be an additional champion to advocate for the project.

(See Appendix: Project Champion)

5. Define scope, set aims and objectives

Clearly outline the scope of the project, the aims and objectives. These should be written in a way as to be measured through an evaluation process. You will also need to set clear targets for the project and develop the project plan with timelines.

At this point it is important to determine the evaluation process. This will measure the changes in travel behaviour and the overall project success. **(See Appendix: Recommended Project Timeline)**

6. Develop a communications and stakeholder engagement plan

Develop an overarching communications and stakeholder engagement plan.

The initial focus of the plan will be to promote the project internally as well as the early stages of engaging with the wider community.

Consider short to long term communication actions and build in a review at twelve-month periods.

The communications plan will be expanded once the travel plan community have been clearly identified and actions and initiatives have been selected for the travel plan.

CASE STUDY – GETTING STARTED WITH THE DONCASTER HILL BEHAVIOUR CHANGE PLAN

Building support

The Doncaster Mode Shift Plan (2014) provided a formal mandate for the development and implementation of the Doncaster Hill Behaviour Change Plan. The Mode Shift Plan is a key document that demonstrates support by Council and will be helpful for the on-going implementation of actions and the overall project.

The Manager of Engineering and Technical Services also regularly reports to the Council Executive Team which provides an opportunity to build support at the senior executive level for the project.

Coordinator for the travel plan

Council has appointed a team of coordinators to the project. This is an effective way to ensure long term sustainability of the project as well as building skills across various teams within Council.

Assembling the working group

A working group was created with staff from a variety of teams within Council. Members have a diverse range of skills and expertise. For example staff are from the following Council teams:
- Engineering and Technical Services
- Community Relations and Marketing
- Economic and Environmental Planning

A number of local residents within the project area were also invited to the working group as the project evolved.

STEP TWO – GATHERING THE FACTS

The second step looks at assessing the characteristics of the site and the site's local community. Before developing the travel plan you will need to understand how people travel to the site and why they travel that way. This will help identify barriers and opportunities to change travel behaviour.

This step is also the first opportunity to engage with the community, to begin to build support, to secure their involvement and encourage commitment to the travel planning process.

OBJECTIVES

- To begin to engage, consult and work with the community
- To gather information about the site and community
- To gather, collate and analyse information about current travel behaviour

INDICATIVE TIMEFRAME

This can take two to three months to complete.

Once analysis of the site, survey results, and feedback from discussion groups has been gathered development of the travel plan actions can begin (in Step 3).

WHO

- The travel plan coordinator and supporting project staff
- The working group
- The community

SUPPORTIVE TOOLS AND TEMPLATES

- Travel survey – sample questions
- Community conversation – sample session outline
- Sample site profile assessment
- Sample 'walking audit' site assessment

CHECKLIST & WHAT TO THINK ABOUT

☑ Consider all different types of data to find out about current travel behaviour. e.g. Census, public transport usage. Thoroughly investigate the demographic data and plan for cultural and language needs of the community. Translation services and cultural sensitivity may be required.

☑ Plan for an appropriate time to conduct a survey (time of year, weather). What is the best way to distribute the survey that encourages and maximises survey response?

☑ Have traffic, pedestrian, cyclist counts been taken? Has passenger data from public transport use been reviewed?

☑ Plan to conduct a site audit and understand the site better. Consider looking at the policies, facilities and local conditions that may affect how people travel.

☑ Have you engaged with the community at the site and informed them of the travel plan process? How do they like to receive information? Adapt the communication plan.

☑ Hold a community discussion session to explore the barriers and opportunities to changing travel behaviour. What are the perceived barriers (e.g. convenience) and what are the physical barriers (e.g. lack of facilities at the site).

☑ What walking, cycling or public transport options are available at the site location?

☑ Has the data been discussed with the working group and other relevant networks for ideas and analysis?

☑ How will the findings of the analysis be reported and shared with the Council and the community?

STEP TWO - GATHERING THE FACTS

1. Engage with community: hold your first meeting

Hold an initial meeting with the community to announce the project and invite participation in understanding barriers and developing solutions as part of the travel plan.

This is also an opportunity to see if there are interested and keen community members willing to be a part of a working group.

The first community meeting is a helpful way to gather information about demographics and travel patterns at the site.

This session will most importantly provide a forum for the community to discuss a number of barriers to their current travel patterns. Ensure you also discuss ideas on ways they could travel by other modes such as walking or public transport.

(See Appendix: Community Conversation sample session outline)

2. Compile a site 'profile' including demographics

Complete a profile of the travel site. This could include demographics such as car ownership, employment, cultural breakdowns, age, gender and other relevant information.

Review all forms of transport to and around the site, also any relevant policies, practices and programs.

(See Appendix: Conducting a Site Profile (sample questions)

3. Conduct a travel survey

Conduct a travel survey with the community at the site. This will provide baseline data to measure the impact of the travel plan on behaviour.

Travel surveys should aim to gather data on the journey to and from the site as well as explore barriers to sustainable transport

and opportunities to change travel behaviour.

(See Appendix: Travel survey – sample questions)

There are a variety of ways you can distribute surveys and this will depend on the community and preferences. For example you can ask for feedback whether paper or on-line surveys are preferred.

Use incentives to gain a better survey return. This could be movies gift cards.

The nature of the community will dictate the effectiveness of the incentives.

CASE STUDY- COMMUNITY SURVEY OF DONCASTER HILL

A survey was undertaken by Council in February 2014 which gathered information about the travel patterns of the community in Doncaster Hill. While this survey was conducted to assist the development of the Mode Shift Plan, it also provided baseline data for the Doncaster Hill travel plan.

The survey gathered information on what influences people to travel and what may influence them in the future.

The on-line survey was distributed to all residents, employees and employers of businesses within Doncaster Hill (excluding Council employees who have a separate travel plan program).

The survey was able to provide an indication of how people usually travelled during the weekday PM peak period, the reasons people mostly drove and what improvements were needed to encourage mode shift.

The results of the survey also provided helpful information to discuss with the community at the initial community conversation.

8

STEP TWO - GATHERING THE FACTS

4. Conduct a walking audit of the site

Carry out an audit reviewing the physical environment of the site.

This would involve a walk around the area and observing the surrounding road networks, entrances, crossing points for pedestrians and observing safety-related issues, and so on.

Consider inviting members of the community to take part in the walking audit with Council staff.

This is another opportunity to invite engagement and ownership by the community directly impacted at the site.

(See Appendix: Conducting a 'Walking Audit' site assessment)

5. Undertake traffic, pedestrian and bike counts

Organise counts for traffic, pedestrians and cyclists. These counts provide a useful baseline of travel activity.

Ideally conduct observations of pedestrian and cyclist behaviour in addition to counts.

Consider how often the counts and observations are to be conducted throughout the life of the project. Plan for counts to occur at a minimum of 12 months in the project timeline.

6. Mapping addresses – GIS maps

Where possible, gather a list of 'point-of-origin' addresses to plot on a GIS map. This will be helpful to show where community members live in relation to the travel site.

Mapping addresses also provides helpful indicators for travel routes to key destinations with sustainable transport modes.

You can consider using GIS expertise within Council or possibly use a range of on-line applications that can provide maps.

7. Continue to engage with community: Community Conversations

Continue to develop a collaborative relationship with the community with follow up meetings.

Hold another community conversation where the findings of the data can be presented and discussed.

This is an opportunity to further explore barriers & opportunities for sustainable transport. Provide maps of the area and explore the transport issues.

8. Communicate findings to the working group and wider community

Compile a report of all of the data collected during this data collection phase.

The report is a helpful tool to then present back to the working group to assist in developing actions for the travel plan.

Once the data report has been reviewed by the working group it can be communicated to the wider community.

STEP THREE - PLANNING BETTER WAYS TO GO

The third step identifies strategies and develops actions which address the issues and maximise opportunities raised (in the previous step). This leads to a strategic and structured set of actions to compile in the travel plan document.

This step ensures collaboration and fosters ownership by the community in developing the plan. Where the community is keen to begin on specific actions, focus on these to help build interest and enthusiasm in the overall plan.

OBJECTIVES

- Understand and interpret the collected data
- To develop a plan that includes addressing physical and perceived barriers as well building on opportunities to change travel behaviour
- To raise awareness and engage the community

INDICATIVE TIMEFRAME

This step may take the working group and the community a number of meetings over a period of over two to four months to complete. This is particularly the case if issues and solutions require extra work or are more complex.

This phase is complete once the working group has approved the plan, the community has been informed and all stakeholders have signed off.

WHO

- The travel plan coordinator and supporting project staff
- The working group
- The community

SUPPORTIVE TOOLS AND TEMPLATES

- Strategic Workshop – sample session outline with activity
- Travel Plan template

CHECKLIST & WHAT TO THINK ABOUT

- ☑ Have you analysed the information that has been collected? Are there trends in the data? What are the opportunities for the travel plan?

- ☑ Brainstorm ideas within a strategic workshop that could help to lower people's perceived risks of change. Include key representatives such as members of the affected community. Ensure the working group is involved in the workshop.

- ☑ Do the plan's objectives link with existing or other Council environmental, health or economic initiatives?

- ☑ What actions will address the issues and change travel habits? What examples of successful actions can be found?

- ☑ Have you set targets and timeframes?

- ☑ What resources are available? Who else can help to secure resources? Are the actions deliverable?

- ☑ How will the working group be able to assist in delivering the travel plan? Who will be doing what?

- ☑ Is there a formal commitment to the plan? Who is accountable for the implementation?

- ☑ Are there any 'quick wins' or opportunity to generate community ownership and enthusiasm? **This is critical**

- ☑ Are the actions enjoyable, achievable, fun and 'buzz-worthy'?

- ☑ Does your plan include strategies, actions, timelines and responsibilities? Does it include indicators to measure success?

STEP THREE – PLANNING BETTER WAYS TO GO

1. Interpreting the data and collaborating with community: conduct a Strategic Workshop

After completing Step Two you are now ready to develop a thorough understanding of the issues and maximise the opportunities for change. You can begin to address the factors that discourage sustainable travel and build on those that encourage other modes of travel.

It is recommended, before writing the travel plan, that you facilitate a strategic planning workshop with your working group and other key stakeholders. This is a key opportunity to collaborate with the community and invite their participation in the design of the travel plan.

Consider inviting representatives from the community or key stakeholder organisations who may be able to provide input.

The session may require two to three hours and will need one or two individuals to lead the group through discussion and brainstorming ideas.

Several strategies, actions and initiatives should emerge during the workshop and these form the content for the travel plan.

(See Appendix: Strategic Workshop sample exercise)

2. Writing the travel plan: range of interventions

When writing the travel plan it is important to include a range of interventions to encourage behaviour change.

This could include interventions around the following themes:

Education
- information, communication, promotion, curriculum, policy.

Encouragement
- events, Incentives, opportunities for the community to trial the action, to 'give it a go'.

Enforcement (or Thwarting)
- actions that make an undesired behaviour difficult or more costly to do. For example parking restraint, traffic infringement notices for dangerous driving/speeding.

Engineering (built environment)
- Can include a range of actions such as signage, signalling, street furniture and so on.

3. Testing and refining the actions for the travel plan

It is recommended that you meet with the working group for a second workshop following the initial strategic workshop.

The purpose of the follow up workshop is to trial and test the range of actions with the working group. Ideally this would include members of the community from the targeted site.

Seek feedback from the group on all of the actions and initiatives raised in the previous strategic workshop. This is an opportunity to refine the actions as well as possibly removing some that do not work or resonate with the community group.

Also work with the group to prioritise the actions. This process will help to indicate short, medium and long term goals.

Results can be transferred to the actions in the travel plan.

(See Appendix: Travel Plan template)

4. Writing the travel plan: include targets, milestones and timelines

It is important to include targets with indicators to measure success. Also include timelines to indicate when the actions will be implemented. Each action outlined in the travel plan should have targets and timelines.

Ensure your targets are as SMART as possible: specific, measurable, achievable, realistic and timely.

5. Commitment to the plan and actions

Once the working group has developed the draft travel plan it is important to gain commitment and buy-in by key stakeholders and the community.

Consider meeting and presenting to key groups as well as communicating to the wider community.

The travel plan should ideally be presented and tabled at a relevant working group or body corporate meeting for final approval.

6. Quick wins and generate energy

It is important to identify a number of actions that can be easily and quickly implemented in the short term.

This will help to engage the community and demonstrate commitment by Council, a notion of 'good will'.

Choose actions that generate a positive buzz and energy around the project.

Sample action with indicator and timeframe

Action	Indicator	Timeline
New Resident "Information Packs" Council to partner with real estate agents and body corporate management to deliver Information Packs to new residents. To include sustainable transport information and incentives.	Information packs printed and distributed. Incentives provided in packs: Myki Card Westfield Shopping voucher.	Year 1, Q2 (second quarter of the year) Ongoing action
Mall Walkers at Westfield Doncaster Establish a Walking group, aimed at community members aged 55+ up to 90+. To meet regularly and walk around the Westfield Doncaster (inside and outside).	Number of members participating. How often group meets and participates.	Year 1, Q3 (third quarter of the year)

STEP FOUR – MAKING IT HAPPEN

The fourth step implements the plan, including the promotion of achievements to the community.

During this step the plan is launched, actions implemented and community interest and participation is maintained.

OBJECTIVES

- To facilitate the implementation of the plan
- To promote the plan and achievements to the community

INDICATIVE TIMEFRAME

This will depend on the actions identified in the plan and can take a minimum of one year to implement.

Ideally initiatives need at least three years of repeated implementation to support cultural behaviour change.

Implementation of supportive infrastructure will take time as will development of new policies.

WHO

- Travel plan coordinator
- Relevant Council staff who are responsible for key actions
- Community members who are responsible for key actions
- Communications and stakeholder engagement staff
- Other key stakeholders who are responsible for key actions

SUPPORTIVE TOOLS AND TEMPLATES

Tools will be developed depending on the travel plan actions.

CHECKLIST

- ☑ How will the implementation process be managed? Have you planned for how much time will be needed to implement the actions?

- ☑ Have you allocated resources such as staff to support the on-going implementation of the actions?

- ☑ How will progress be monitored? Have you planned for regular working group meetings?

- ☑ How will the travel plan be launched? Consider a special event or join an existing event (e.g. Ride to Work day).

- ☑ How will the community know that they are making a difference by changing their behaviour? Are you promoting 'wins' to the community?

- ☑ How can the plan be promoted on an on-going basis? How will the community interest in the plan be maintained? Review and update the Communications and Stakeholder Engagement Plan.

- ☑ Have rewards for participating or achieving goals been clearly promoted?

STEP FOUR – MAKING IT HAPPEN

1. Implementation

This part of the travel planning process is when the bulk of the implementation takes place.

The activity undertaken will depend on the nature of the issues identified and the actions and initiatives chosen to address these issues.

The coordinator may have a range of tasks, such as:

- overseeing the implementation process
- undertaking tasks allocated in the action plan
- convening the ongoing meetings of the working group
- reviewing and updating the action plan with the working group at regular intervals
- ensuring all stakeholder groups are updated on program progress, as necessary
- identifying and removing obstacles to program implementation
- organising milestone celebrations in conjunction with the working group.

2. Launch

Implementation of the project and the actions usually begins with an official launch of the travel plan.

However, if there is energy and momentum from the community prior to the official commencement of the plan, it is appropriate to host an official launch some time *after* actions have begun.

It is more important to work with the community enthusiasm than to be rigid with project timelines such as the launch.

Consider launching the plan by hosting a community event.

Some ideas to consider are:

- Organise the launch during a pre-existing event within Council or within the community e.g. Ride to Work day.
- If a pre-existing event does not exist consider organising an event such as a "Community Walking Fiesta". You can incorporate a number of actions from the plan within the launch itself.
- Involve the community members in the launch. Make it a fun event for everyone.
- Invite VIP guests, such as the Mayor and Councilors, sport stars or local well known members / celebrities.
- Announce the commencement of the travel plan through the various channels of communication including social media and any printed publications.

3. Actions: easy wins

It is recommended to begin implementing the actions that are relatively easy and quick.

These should ideally be initiatives that generate a positive buzz and energy around the project.

4. Communicate wins and achievements

As implementation of the actions begins it is important to promote achievements and successes. Celebrate with the community and let them know how their participation is positively impacting on the project.

Ensure these are factored and timed within the communications plan.

STEP FIVE – MONITORING AND SUSTAINING

The fifth step looks to measure the success of the planning process and to troubleshoot where necessary. This step also aims to embed long-term plans in order to maintain the changes to travel behaviour within the community.

This is where the plan can be adapted and updated to reflect the changes in the community as the travel site grows and changes over time.

OBJECTIVES

- To formally review the plan with the working group and provide a status update to Council
- To continue to promote the plan and achievements to the community
- To implement on-going monitoring of the objectives and targets
- To embed a culture of supporting and prioritising sustainable travel behaviour at the site

INDICATIVE TIMEFRAME

This step is an on-going process and is part of the cyclical travel planning process. Ideally by step five, travel behaviour change is beginning to be embedded within the community culture.

WHO

- Working Group
- Travel Plan Coordinator
- Communications staff

SUPPORTIVE TOOLS AND TEMPLATES

None applicable

CHECKLIST & WHAT TO THINK ABOUT

- ☑ Are you measuring the results of the actions and initiatives in the travel plan? Have follow-up surveys, counts and other methods been conducted to measure the changes in travel? Have you collected other data e.g. pedestrian counts, bicycle counts?
- ☑ Has everything been achieved in the plan? If not, why not?
- ☑ Were there any unexpected outcomes?
- ☑ Review the process of the travel planning. What were some of the barriers and challenges and opportunities?
- ☑ What worked well? What were the lessons learned?
- ☑ Has a sustainable travel culture been embedded at the site? What policies are in place to ensure travel planning remains a focus at the school, workplace, university or community?
- ☑ What plans are in place at Council to ensure long term support and commitment to the travel plan? Have resources such as staff time been committed to the plan?
- ☑ Are ongoing working group meetings needed to maintain commitment?
- ☑ How can the benefits of the travel planning and changes in travel behaviour continue to be promoted? Is there on-going internal promotion within Council of the successes and lessons of the plan?

STEP FIVE – MONITORING AND SUSTAINING

1. Ongoing monitoring and evaluation

Review the plan and measure the achievements and progress against the original objectives and indicators. This should include details of:

- When the next survey(s) will be carried out
- the month and year when the travel plan will be completely reviewed
- who will be responsible for ensuring that the surveys and review take place.

Make sure that the surveys and other methods of collecting data that were undertaken during Step Two are repeated to assess the shift in travel mode and any new sustainable transport issues that may arise.

Try to repeat the methods under the same conditions as first conducted.

You should also consider:

- Referencing and including the travel plan in other documents such as an environmental plan, a business plan, and so on
- Carrying out surveys at regular intervals to provide seasonal data and also to show indications of early successes of the plan
- An annual report to stakeholders such as Councillors and / or CEO, and / or executive boards.

Travel Plan 'evidence' Portfolio

Keep a travel plan 'evidence' portfolio. This is helpful to provide a record of all the work undertaken on the plan.

This could include: photographs of events and infrastructure measures; minutes from meetings and workshops held; survey results and analysis reports.

This portfolio will make it easy for you to update the travel plan and provide your stakeholders with evidence on the progress being made.

2. Working group regularly meet

The Working Group will need to meet regularly to monitor progress (this will be more frequent during the initial steps). This will also be a good time to discuss any issues that have risen with particular measures.

Once most strategies are underway the working group meetings should be less frequent. However it is recommended that some or all of the working group continue to meet a number of times per year throughout the life of the travel plan to maintain focus and momentum.

Your travel plan should be reviewed yearly and ensure that:

- Plans are in place for completing any strategies which haven't been implemented (e.g. Infrastructure)
- Plans are also in place for the continued implementation of ongoing strategies
- Clarify and secure the future role (if any) for the travel plan coordinator (i.e. beyond the 1st year).

STEP FIVE – MONITORING AND SUSTAINING

3. Communication of achievements

It is important during the monitoring and sustaining step that you promote achievements and successes arising from the travel plan. Ensure these are factored and timed within the communications plan. Celebrate with the community and let them know the impact of the implemented strategies.

4. Sustaining the travel plan

To effectively sustain your travel plan you will need to be able to show the community how they make a difference.

The working group needs to monitor results and provide frequent feedback to the community on how they have contributed to the achievements.

Be creative in communicating these results and present the information in a clear and straightforward manner. Consider using photos, graphs or illustrations.

In addition to building momentum in the community, a major key to keep a travel plan program running is to obtain ongoing funding that is necessary to implement both the program and its outputs.

One suggestion is to deliver concrete, quantifiable results – specifically results which correspond to the objectives set by the travel plan. For example, these could include:

- Congestion reduction
- Improved safety in terms of crash reduction
- Improved local environment/reduction of emissions
- Travel time savings
- Perceptions of improved safety around the site
- Improved health and fitness (measures before and after program).

Evidence: Outcome evaluation

This evaluates the initial objectives and strategies set in the travel plan. This is important information to feed back to the community as a whole.

For example, if objectives were focussed on decreasing congestion, you will want to show how much improvement has taken place. Or if an objective was health related, you will need to evaluate health parameters.

Outcome evaluation reviews whether the community has, or hasn't, implemented the proposed strategies and actions.

This data can be used in media releases and in any literature you develop to expand your program.

Evidence: Process evaluation

This evaluation reports on the project outcomes and ideas for improving the travel planning process (in order to expand the program).

This reflects on how the program was undertaken, the value to the community, the stakeholders involved, the initial assumptions of time and cost required and role of the travel plan coordinator. It is important to have feedback on what worked and what didn't work.

Gather information on 'process' from anyone who has been directly involved in the travel plan process and feed this into a learning cycle to improve on future projects.

TIPS FOR SUCCESSFUL TRAVEL PLANNING

The following tips are key for successful travel planning. If you are able to have these in place, you are more likely to create an on-going enabling environment that encourages travel behaviour change.

1. Get the 'right' people on board. Key team and support internally. Need a dedicated coordinator.

It is important at the outset to appoint people to help drive the travel plan forward. This will assist in the longevity of the program. Most importantly, secure a coordinator who can work weekly on the project, on an on-going basis. This is fundamental to the success of the project.

2. Engage with community: ownership

Council needs to engage with the community throughout the life of this project. It is important to involve them in key decision making points along the way such as developing actions for the plan. This builds ownership for the community and will greatly assist in implementing actions as well as building in the long term sustainability of the project.

3. Identify opportunities and barriers to change based on the site and community needs

Engage and work with the community directly at the site. Develop ideas specific to their needs. This is to ensure that the process does not involve a 'cut and paste' approach but rather develops ideas targeted for the characteristics of the site you are working with.

4. Clear objectives and targets.

Develop objectives and targets that are clear and are measurable.

5. Establish monitoring procedures, key indicators, early on.

It is important to build indicators for success into the travel plan early on. Ensure that each action has an indicator for success.

6. Keep communicating and engaging with the community.

In order to encourage behaviour change and keep the momentum going for the project, it is important that you keep communicating with the community. Keep them engaged with the actions in the travel plan and meet regularly with a representative group.

7. Be adaptable.

Developing a travel plan with actions and timelines is important for structure and a guide for moving forward. However, it is important to remain adaptable to changes in the community and the site. Changing behaviour is a dynamic and fluid process and it is important to be responsive to this.

8. Modelling and creating the culture "Leading by example".

Council needs to model, to demonstrate, the behaviour that they are wishing to create. It is part of building social proof (that lots of people are doing the new behaviour).

It is important that key people within the organisation are visibly demonstrating the behaviour such as walking to meetings or using public transport. Investing in infrastructure and programs to support the change in behaviour is also vital to creating the desired culture.

TOOLS AND TEMPLATES

THE PROJECT CHAMPION

A project champion can be a councillor, a senior executive within Council, or a high profile person in the community closely linked to the project.

WHAT IS A CHAMPION?

- Someone who is synonymous with the project. For example, when someone sees them they know that they are the "walk locally in Doncaster Hill" person.

- Someone who is passionate and interested in the project and what it represents. This would be someone who 'lives' the outcome – they are walking locally, cycling locally, using public transport locally.

- Is identified as 'similar' as much as possible to the audience. Can the champion be on the 'same level' as the audience?

- Someone who is respected by the audience.

- They would be involved in working with the community; be involved on the ground and hear the community's stories; be a part of the solution. (This is not a figurehead position).

WHY IS THERE NEED FOR A CHAMPION?

Buy in and support by Council

- There is the need for support for the project and 'buy in' by whole of Council. This would be at a variety of levels: Mayor and CEO, councillors and staff. This is part of the longer term creation of the community culture of 'walking and cycling and public transport use' locally within Doncaster Hill.

- Buy in is needed due to the size of the project as well as its long term impact on this key area in the municipality.

- The champion would need to be someone who can advocate and promote the project internally.

The Council to be a visible supporter of the project: that Council 'walks the talk'.

- The community needs to see that Council are in support of the project. They also need to see someone who is 'walking the talk'.

- The champion is demonstrating to people in the community that they too are doing the same thing. For example, the champion understands the challenges of walking or catching public transport to work.

Dangers of resistance

- Resistance often happens whenever people think they are being manipulated or pressured into change. Resistance is likely whenever an inviter (like the Council) is perceived to have power, control or authority over an actor. How does the community react to Council asking the community to change their behaviour?

WHERE A COUNCILLOR ACTS AS A CHAMPION

- The Councillor should be briefed on the overall project including the actions and initiatives identified.

- It would be ideal for the Councillor to take part in a walking audit on site as part of the pilot project.

- The Councillor could take part in some of the identified actions. E.g. go along to a street party or a community event; attend a walk along a local route.

- The Councillor is an on-going advocate for the project at Council meetings and community meetings.

PROJECT TIMELINE

The travel plan model is designed to be flexible and adaptable to incorporate the needs of various communities and stakeholders. Timelines can also vary from project to project. There are however general guides for each step:

Step 1 Getting Started	Step 2 Gathering the Facts	Step 3 Better ways to go	Step 4 Making it Happen	Step 5 Monitor & Sustain
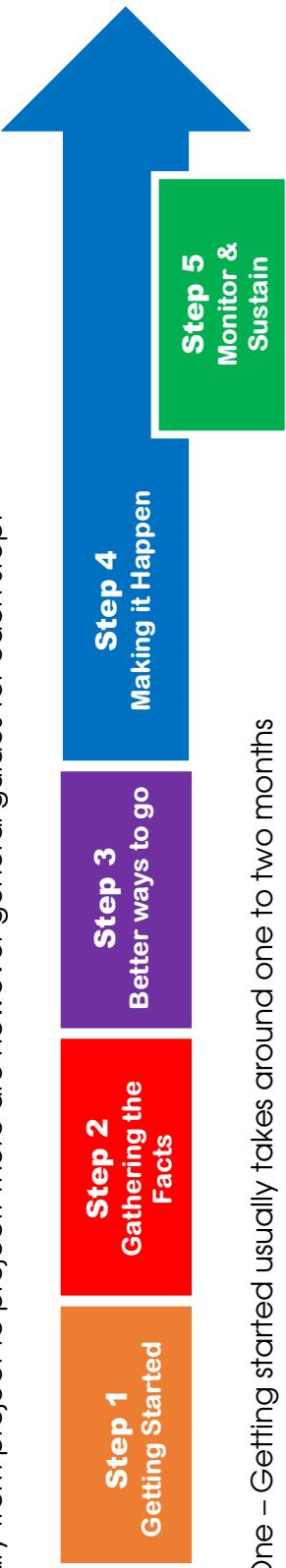
- Step One – Getting started usually takes around one to two months
- Step Two – Gathering the Facts (data collection) is around two to three months
- Step Three – Planning better ways to go (writing the plan) can be between two to four months
- Step Four – Making it Happen (implementation) is ongoing, usually at least six to twelve months is needed before the review
- Step Five – Monitoring takes around one month to review and sustaining should be on-going.

The arrow shows the process of developing the travel plan from beginning through to the review and sustaining step.

Jan Feb	Mar Apr	May Jun	July Aug	Sep Oct	Nov Dec	Jan Feb	Mar Apr	May Jun	July Aug	Sep Oct	Nov Dec

A number of travel plans could be implemented in stages, spread out through the year.
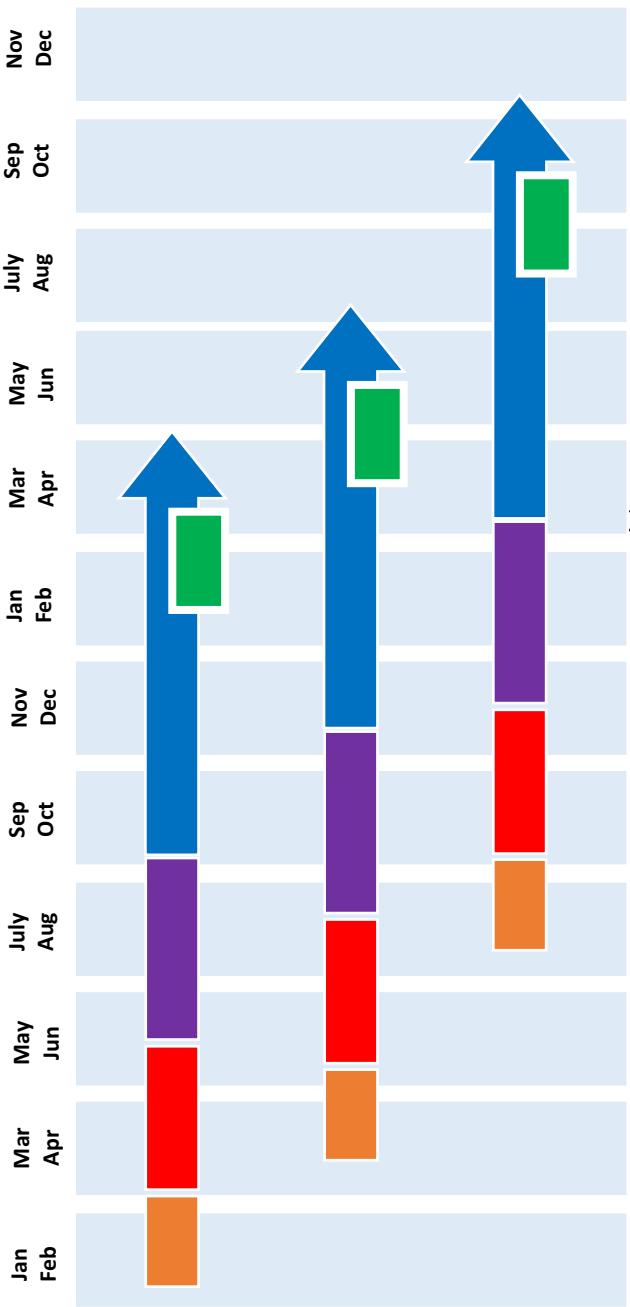
PROJECT TIMELINE (EXAMPLE)

STEP ONE: GETTING STARTED	
Confirm internal council support and assistance	January
Establish the working group who will lead the process (include variety of stakeholders)	January
Appoint the Travel Plan Coordinator (Council officer)	January
Identify and invite members of Working Group	January/February
Identify key stakeholders	January
Define scope of travel plan, with aims & objectives	January
Document the perceived issues	January
Map project plan	January
Develop communications plan	January
Introduce the concept of the project and travel planning to the relevant community via the appropriate channels. Organise presentations.	January/February

STEP TWO: GATHERING THE FACTS	
Case study research	January/February
Review all travel survey data	January/February
TRAVEL SURVEY	
If no travel survey, ensure one is done for the community	February/March
Plan survey and delivery modes	
Sign off on process and communicate	
Distribute and implement travel survey	
Collect surveys, data entry, analysis	March
LOCAL AREA AUDIT	
Conduct the Local Area Audit (walk around) including community members	February/March
GIS dot map of resident location and where travelling	February/March
FOCUS GROUPS & INTERVIEWS - COMMUNITY CONVERSATIONS	
Promote and people to attend the community conversation	March
Conduct the focus group / Community Conversation	March
Transcribe focus groups and interview findings	March
Meet with other key stakeholders (where relevant)	February/March
Analyse all data & findings, ascertain barriers and opportunities	March/April
DATA ANALYSIS REPORT	
Compile a 'Data Analysis Report' which summarises all of the findings	March/April

STEP THREE: PLANNING BETTER WAYS TO GO	
Convene a meeting of the working group	March/April
STRATEGIC PLANNING WORKSHOPS	
Conduct Strategic Planning session # 1 - Rapid Theory Generator session	April
Compile results of workshop	April
Conduct Strategic Planning session # 2- Travel Plan session, to formulate travel plan actions	April
TRAVEL PLAN	
Draft Travel Plan with results of both workshops	April
Circulate to working group for feedback	April/May
Finalise Travel Plan	May
Get signoff and commitment by: Council & Community	May
Communicate final travel plan to community	May
STEP FOUR: MAKING IT HAPPEN	
LAUNCH	
Launch Travel Plan (soft and formal)	May/June
IMPLEMENTATION	
Begin implementation of Year 1 activities	April/May
Convene regular working group meetings. Begin on a monthly basis to oversee implementation	Monthly
Develop and implement communication activities	April/May
Develop and implement promotional activities	May
Develop and distribute travel planning tools e.g. maps, stickers	June
Seek funding from a wide range of sources, where required to implement specific actions	Ongoing
Distribute travel planning tools	June and on going
Update Working Group on progress	Ongoing
Communicate achievements and success	Ongoing
STEP FIVE: MONITORING AND SUSTAINING	
Request an update on progress for implementation of each action each term	Monthly
Evaluate success of key actions	Monthly
Provide status updates to the wider community	Monthly
Undertake annual follow-up travel surveys on travel behaviour	TBC
Formally review travel plan	12 months from launch
Update your plan as required	TBC
Discuss succession plan to address future sustainable travel issues	12 months from launch
Check travel plan is embedded in policy	12 months from launch
On-going relationship with working group	Ongoing

TRAVEL SURVEY – SAMPLE QUESTIONS

There are a range of questions that can be asked in a travel survey. It will depend on the site and the audience. There will be differences for a school travel survey and a workplace travel survey (for example).

Below are suggested questions to include and can be applied in a variety of settings.

- **How did you get TO work/school/the site during the (sample) week?** (Provide modes to select over 5 days)

- **How did you get home FROM work/school/the site during the (sample) week?** (Provide modes to select over 5 days)

- **What time did you get to work during the sample week?** (Provide time blocks to select over 5 days)

- **What time did you leave work during the sample week?** (Provide time blocks to select over 5 days)

- **What is the main reason you choose your usual way of getting to and from work/school/the site?**

- **How would you prefer to travel to and from work/school/the site?**

- **What can be done to make this achievable for you?**

<u>Demographics</u>
- **How many cars in the household**
- **Please provide your age group**
- **Gender**
- **Work type: Full time, Part time, casual**
- **Where do you work (suburb)**
- **Where do you live (suburb)**

Comments (space for open ended comments)

COMMUNITY CONVERSATION EXAMPLE SESSION

Purpose	The first community conversation will canvass and discuss the perceived barriers, challenges and opportunities for sustainable transport at Doncaster Hill. It will explore common values and a shared understanding of the stated problem. Create a buzz for the project; identify members of the community to take part in the Working Group, and identify potential champions.
Where	Location
Date & Time	Date and time
Participants	Who is attending

Activity	**Notes**
1. Welcome & introduction	Introduce key people
2. Housekeeping	Restrooms, emergency exits, etc
3. Purpose and outline of the meeting	Explain purpose and then the outline of the session
4. The Story	To provide an overview of the current travel patterns at the site - data, facts, forecasts, pictures, to provide a 'story' of current travel and future demand.

5. Icebreaker and shared values	Activity to introduce people. To identify shared values, people's perceptions about living in Doncaster Hill and shared understanding of the problem.
6. Barriers & Benefits Brainstorm	Brainstorming activity explores the question: What could we do to move towards the outcome? What are the barriers to achieving this and ideas to overcome the barriers? BARRIERS • Use the photos/visuals/maps of the area. • Ask about barriers to travel in the area • Write down responses on the LEFT side of the butchers paper FLIP IT for BENEFITS (Opportunities) • Look at all the barriers that were identified • Ask the group to suggest solutions to the challenges. "FLIP IT!" • Write down responses on the RIGHT side of the butchers paper
7. Report Back	Report back by the groups to share a barrier and a resulting 'flipped' solution.
8. Next steps & closing	Invite participation in the overall project and working group. Invite Ongoing involvement
9. Farewell and thanks	Close of session.

CONDUCTING A SITE PROFILE (sample questions for a workplace)

1. STAFF

Total staff	
Males	
Females	
Full-time	
Part-time	
Casual	

Are your staff able to choose what time they start work?	• Yes • No
Does your organisation allow staff to work from home?	• Yes • No

On a separate spreadsheet, provide details of staff home locations in a format similar to below.

Suburb	Postcode	Number of staff
e.g. Melbourne	3001	26

2. PARKING

Total number of car parks	
Total number of disabled parks	
Total number of visitor parks on site	
Total number of carpooling parks	
Total number of bicycle parks	
Total number of allocated car parks	
Cost of allocated parks	
Total number of executive parks	

3. SHOWERING AND CHANGING FACILITIES

Total number of showers (male)	
Total number of secure lockers (male)	
Total number of showers (female)	
Total number of secure lockers (female)	

4. CAR USE *(NOTE: RELATING TO THIS SITE ONLY)*

Total number of fleet cars	
Total number of executive cars	
Total kms travelled by fleet cars last year	
Total kms travelled by executive cars last year	
Total kms travelled by private cars for work purposes last year	

6. CORPORATE SOCIAL RESPONSIBILITY

Does your organisation include travel behaviour in your corporate reporting? (circle all relevant options)	• Yes, cost of travel • Yes, kms travelled by company cars • Yes, CO2 generated by transport • No
How does your organisation promote sustainable transport?	
What other sustainability related initiatives does your organisation undertake?	

7. DISTRIBUTING INFORMATION

How does your organisation effectively communicate information to staff? Please list all of the ways.

A WALKING SITE AUDIT

This is a sample outline to conduct a walking site audit. This is an example as part of the Doncaster Hill Behaviour Change Plan. Other suggested formats for conducting a walking site audit can be found at: Victoria Walks Walking Audit http://www.victoriawalks.org.au/Walking_audit

Date of site assessment _____

Site address: _____

Purpose

As part of the process of travel planning and creating a behaviour change plan for the pilot, Step Two involves gathering the facts and evaluating the current travel behaviour at the site. This includes reviewing the site and determining what the local transport challenges are and barriers are as well as what supports active and sustainable transport.

Auditing the site is part of Step Two. In particular this involves conducting a walkability audit which will assess the site for current situation of pedestrians and how the community moves around..

Engaging community is an important part of the overall approach with the behaviour change plan. Residents of the area have been invited to participate in the audit along with council staff.

This audit provides an opportunity for the community to both engage in the process, be a part of solution making. as well as providing direct experience of living and moving around the area. This will add a valuable level of detail to the audit.

The aim while walking around is to review the site from the perspective of the resident who walks in Doncaster Hill

THE WALKING AUDIT

- This will be an approximate 45 minute walk around the site. See the map for direction. The pace will be according to the person with accessibility needs such as a wheelchair, elderly, parent with a pram.

- Followed by a 30-45min (maximum) debrief.

- We'll be stopping at many points along the way to chat about the surrounding area, what's needed, suggestions.

- No knowledge/experience required on technicalities of walking/cycling. Just people who access the area.

- It will be a generally relaxed walk with people invited to have their say.

- Council staff will be present to ask a range of questions to help with discussion. There will be 4 staff who will act as walking audit facilitators and capture comments.

A WALKING SITE AUDIT (Direction of walk and map)

Start: Sovereign Point Court

End: Gianni Cafe in Westfield (coffee and muffin provided)

OUTLINE OF DIRECTION
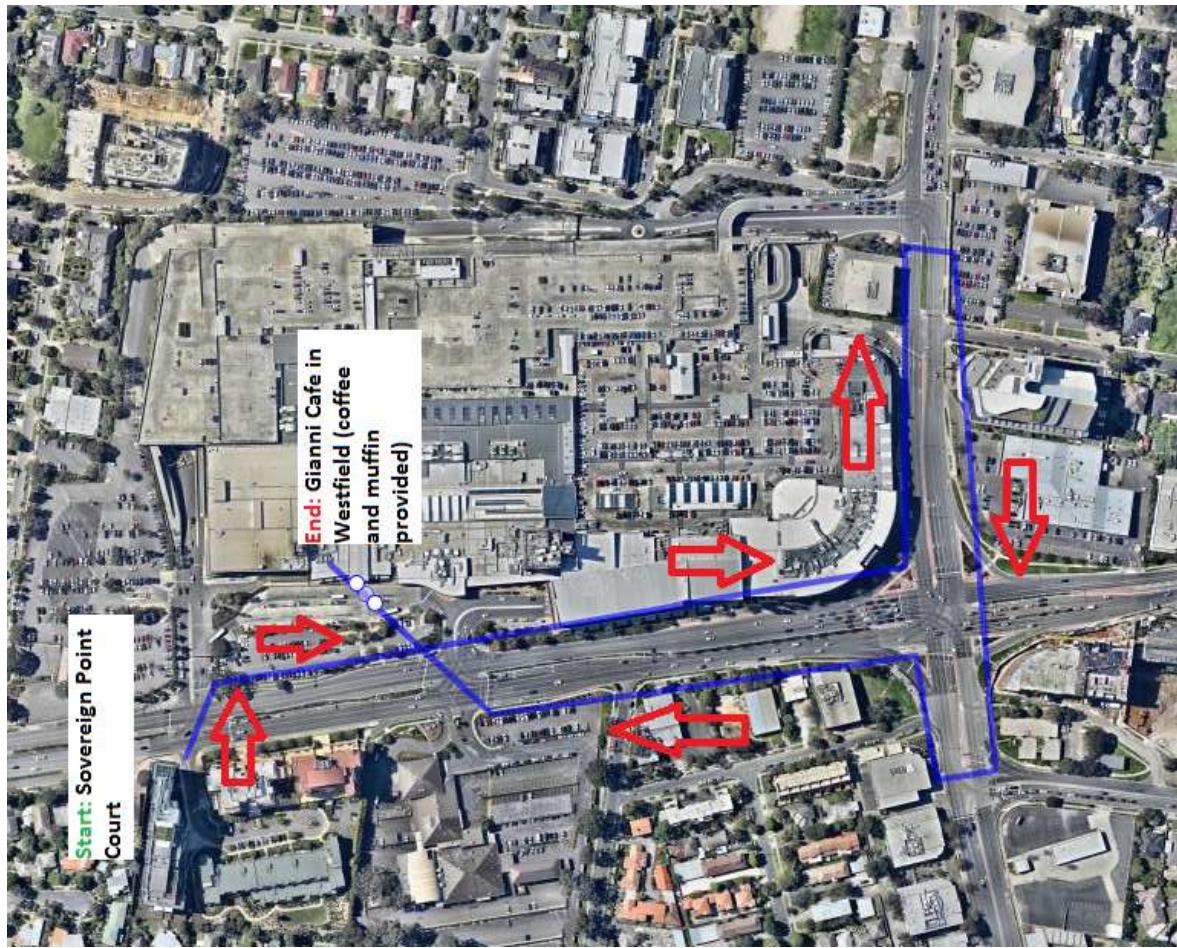
Location No.	Location
#1	Meet at Sovereign Court.
#2	Cross Williamsons Road to Westfield bus interchange
#3	Walk south towards Doncaster Road to get to the 907 bus (which travels to the City)
#4	Cross over Doncaster Road at the lights just over Frederick Street
#5	Travel back (westward) along Doncaster Road and cross over Tram Road; then back over Doncaster Road heading north
#6	Head back up north, along Williamsons Road to cross into the bus interchange again. Cross at first set of pedestrian lights along Williamsons Road (just before Shoppingtown).
Debrief	Walk ends inside Westfield at Gianni's cafe (inside the centre next to the bus interchange), debrief, with a coffee and muffin for the residents
Home	This then allows them to end close to home again.

A WALKING SITE AUDIT (De-brief sheet)

Q. What is currently working in the space?
Q. What needs improvement?
Q. How do we encourage more people in this space?

	Location	Specific Notes	Comments
#1	Meet at Sovereign Court.	Review front entrances	
#2	Cross Williamsons Road to Westfield bus interchange	Signal timing	
#3	Walk south towards Doncaster Road to get to the 907 bus (which travels to the City)	Time to cross the road	
#4	Cross over Doncaster Road at the lights just over Frederick Street	Signal timing	
#5	Travel back (westward) along Doncaster Road and cross over Tram Road; then back over Doncaster Road heading north	Pedestrian refuge; traffic speed	
#6	Head back up north, along Williamsons Road to cross into the bus interchange again. Cross at first set of pedestrian lights along Williamsons Road (just before Shoppingtown).	Shoppingtown and pedestrian direction	
Debrief	Walk ends inside Westfield at Gianni's cafe (inside the centre next to the bus interchange), debrief, with a coffee and muffin for the residents		

STRATEGIC WORKSHOP – ACTIVITY EXAMPLE

In gathering all the facts, in Step 2, you are now ready to develop a thorough understanding of the issues around the site. You are also ready to explore the identified barriers and work on the opportunities for change. You will then be able to develop strategies for the travel plan.

Using your data analysis report, from Step 2, thoroughly interpret the data you have collected on the current situation with the working group.

As a means to developing strategies with the working group consider the following activity:

"FLIP IT" WORKSHOP ACTIVITY

This activity helps to identify the underlying reasons about why the community does not use alternative travel modes (other than the car). It effectively captures all of the perceived barriers (including physical barriers).

The activity aims to address the barriers by providing solutions directly to the issues raised. The effect is to flip the barrier into a solution. It challenges concepts and opens up discussion for the opportunities to change behaviour.

Have the group address **section A** (see grid) and then respond, against each point, at **part 1**. Repeat this with **section B** responding against each point, at **part 2**.

PART ONE – FLIPPING THE BARRIERS

A. What currently discourages more sustainable travel?	1. What could we do to address these issues?

PART TWO – BUILDING ON OPPORTUNITIES

B. What currently supports more sustainable travel in our site?	2. What could we do to build on this?

In utilising this grid, your working group has comprised several strategies (sections 1 & 2).

These ideas can now be turned into actions, with targets, for your Travel Plan.

TRAVEL PLAN TEMPLATE (OUTLINE)

TITLE PAGE

(NEXT PAGE) CONTENTS

INTRODUCTION

The (Site Name) Travel Plan

Your introduction should include a rationale for the travel plan. For example:

▲ What is a travel plan?
▲ Why does the site need one?
▲ The fit with site's strategic plans, business plan, charter, etc.
▲ Introduction to also include a summary of the key data arising from the surveys

NAME OF (WORKPLACE / SCHOOL / TERTIARY / COMMUNITY) SITE

Describe the location of the site, the nature of the community and any other relevant issues. This should be designed to give someone unfamiliar with the site a brief background.

Location
Include a map of the area around the site.

Site map
Include a map of the site, indicating areas of issue, public transport points, walking and cycling paths.

Distribution of staff/students/community
Consider including statistics and/or a map of staff/student/community trip origin points.

Transport provision

Include all of the summarised data from the survey, as well as information from the consultations, that show factors supporting more sustainable travel.

What currently discourages more sustainable travel?

Include the summarised information, that show the factors that are barriers to more sustainable travel.

THE ACTION PLAN

Vision/Objectives for the Plan

Outline all of the current transport the community can use. Include walking, cycling, public transport, carpooling and so on

THE CURRENT SITUATION - SUMMARY

Provide a summary of how staff/student/community currently travel to and from (name of workplace/school/tertiary institution). This would include the statistical analysis from travel surveys and consultations.

How staff/students/community travel now

Include statistics and/or graphs.

Survey Results –travel mode & reasons	What would decrease car trips?	Would consider alternatives to car
Example: • 60% - 65% are lone passenger	*Example:* • 23% interested in carpooling system	*Example:* • Bus – 37% • Walking – 41% • Cycle – 37% (73% students own a bicycle) • Train – 9% • Tram – 16%

What factors supports more sustainable travel?

Outline the vision of the travel plan and the objectives. This should include action verbs and be descriptive. Ensure the objectives are clear and measurable.

Target

The target(s) should be SMART. Specific, measureable, achievable, realistic and have a timeframe.

Evaluation and Assessment

Clearly outline all the recommended forms of evaluation and assessment of the travel plan and the actions.

List of actions

No.	Action/Initiative	Indicator (measurement)	Timeframe (when)	Cost	Who (implements)