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Three T

Thematic Trail Trigger



transportes
interurbanos
de tenerife



**Action Plan for the
improvement of the public
transport service and
initiatives to encourage
active tourism in Tenerife
(Canary Islands, Spain)**

ACTION PLAN

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Part I – General information

- **Project:** Thematic Trail Trigger (ThreeT)
- **Partner organisation:** TITSA S.A.
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Part II – Policy context

■ The Action Plan aims to impact:

- ☐ Investment for Growth and Jobs programme
- ☐ European Territorial Cooperation programme
- ☒ **Other regional development policy instrument**

■ Name of the policy instrument addressed:

There will be two policy instruments involved in the implementation of our actions. The first one, related to the first action is **The Santa Cruz de Tenerife City Council** with its **Sustainable and Integrated Urban Development Strategy**, and the second one, involved with our second action, which is **The Mobility Area of Cabildo de Tenerife**.

■ Present status of the policy instruments:

Our first action, inspired by one of the good practices observed in Germany, consists of the incorporation of modified buses to carry surfboards (although this is something that may change over time depending on the demand of the service or demand for different type of services) within the route of the Anaga area, more specifically the line 946.

In order to carry out this action, we have secured the support of the Santa Cruz de Tenerife City Council, which will be the holder of the relevant policy instrument and will be in charge of financing the Action and making it possible.

Since 2017, the Santa Cruz City Council has been promoting a “**Sustainable and Integrated Urban Development Strategy**” (the “policy”) to advocate, through this strategic line, for the improvement of development, mobility and accessibility in the Anaga area, known as “Anaga en el Corazón” (Anaga in the heart) among other areas of that part of the island. This strategy arises as a mechanism originally developed by the Spanish State to finance actions directly linked to urban development. In the specific case of our island, the initiative within the Sustainable and Integrated Urban Development Strategy “Anaga en el Corazón” has the mission of bringing the neighbourhoods of Anaga closer to the economic, social and cultural heart of Santa Cruz de Tenerife and, therefore, to the heart of Tenerife through the lasting and long-term improvement of its social, economic and environmental conditions.

The Santa Cruz City Council is aware of the economic, environmental, climatic, demographic and social challenges that urban areas face and that they are to a great extent interrelated. That is why it has set the following objectives: **improving public services** by making them closer and more efficient through the development of new technologies, promoting economic activity through the use of innovative techniques and ICT, promoting initiatives aimed at reducing the carbon footprint, value the natural and cultural heritage of Anaga, take advantage of the tourism potential of Anaga and contribute to environmental sustainability, among others.

Despite the present interrelation between these different goals, in order to tackle them in the most efficient way possible, the strategy followed by the City Council is divided into several lines of action; as a consequence of our role as a company dedicated to passenger transport, our collaboration with the City Council best fits in the line that focuses on Sustainable Urban Mobility and Accessibility, more specifically through the promotion of urban transport instead of the use of private vehicles.

An example of this type of cooperation between the Santa Cruz de Tenerife City Council and TITSA, prior to the action that we intend to implement in this action plan, was the purchase of hybrid buses that operate in Santa Cruz, specifically in the Teresitas area. However, although in that case we were able to benefit from the development funds allocated to that specific strategy (as it was a technological improvement that promoted alternatives to diesel buses, being the hybrid technology a cleaner substitute) there were other areas that were left out due to factors such as the orography of their territory or the type of buses necessary to carry out these routes. So in consequence, to support the city council in its objectives and

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continue contributing to the development and improvement of the area, we reached a parallel agreement to this strategy by which it was agreed to renew the fleet of buses that operate in the northern area of Anaga, specifically in Almáciga and Taganana.

Although the ideal objective would be to achieve a sustainable public transport network and move towards zero emissions technology, the orographic characteristics of Anaga do not allow it, at least not in its entirety. Although the capacity and power of hybrid vehicles is sufficient to operate in even areas in the centre of the capital, it is not so to move through mountain areas, as this technology is not sufficiently developed or mature in the type of buses necessary to operate there.

For this reason, these new buses will continue to run on diesel but will incorporate improvements in their infrastructure as well: in addition to being more recent and modern models, they incorporate a solution so that those who surf in the Anaga area can carry their boards with them; they are also more accessible buses, deserving a special mention the fact that for the first time there is the possibility that wheelchair users or people with reduced mobility can travel on this line.

As it was mentioned before, as this action does not imply an improvement in terms of cleaner technologies and/or energies, the City Council did not include it in its funds dedicated to this strategy, but instead carried out an Engagement Contract with TITSA for the provision of the public service of collective urban passenger transport in the area, thus constituting the purchase of these buses and our provision of the service as an additional support action to this strategy of Sustainable and Integrated Urban Development in Anaga. Being a public organization, in order to carry out the purchase of these buses, the Santa Cruz City Council had to carry out a tendering process, specifying the key characteristics necessary for them, and after their award and subsequent manufacture, they were handed over to TITSA for the exploitation of the service.

Through the provision of this service we will contribute to the objectives pursued by the City Council of promoting the use of public transport instead of private vehicles, indirectly reducing emissions by improving this service, making it more attractive to the public (both citizens and tourists who might be interested in surfing on the beaches of Anaga) and by helping them avoid parking problems or traffic jams, something that happens especially during summers, in addition to facilitating accessibility for users with reduced mobility.

The change that we expect to generate in the policy instrument, being the one of the City Council, is that if our first action is eventually well received by our clients and will be demanded in more areas, it might be decided to extend it to other locations in the City Council territory by introducing more tailored support initiatives related to the pilot services in Action 1. Moreover, this can eventually influence other areas of the island, even affecting other policy instruments such as that of the Mobility Area of Cabildo de Tenerife, referred to in Action 2. Currently we know of several cases in which interest in this regard has been expressed, so we believe that it will end up being implemented not only in other places in Santa Cruz and the island, but also in some other modified services where - instead of installing shelves with the measures and appropriate form just to transport surfboards - they might be adapted so that bicycles can be transported as well. This would bring improvements within our infrastructures which would not only attract more public to use public transport, by giving them this opportunity of not having to depend on their own vehicles, but it would also reduce the environmental impact caused by the traffic of private vehicles and promoting activities that, although they may be aimed at citizens, can also be considered as active tourism drivers (surfing and cycling).

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Our second action consists of creating an electronic tourist passport, inspired by one of the Good Practices inspected in Poland, which we will adapt to promote the network of trails present in 3 areas of the island of Tenerife and which will be accessible from TITSA's app and website.

The policy instrument that will make the implementation of this action possible will be the recurrent programme of Cabildo de Tenerife **Mobility Area (MA)**. It constitutes the means by which all public transport activities on the island are financed on a recurrent basis, both by TITSA (Interurban public transport) and Metropolitano de Tenerife (constituted on January 22, 2001, Metropolitano de Tenerife (Metrotenerife) is a Public Company where the Cabildo Insular de Tenerife (the Tenerife Island Government) holds a 100 % stake. Metrotenerife was originally founded to launch an alternative means of transport in the form of railway lines on the island of Tenerife, which includes now two main metro- in the metropolitan area of the island between the cities of Santa Cruz and La Laguna). MA funds are, in fact, determined in the general budgets of Cabildo de Tenerife on an annual basis.

Currently there is a significant problem in terms of mobility and traffic congestion in Tenerife. Therefore, Cabildo de Tenerife, although it does not have exclusive powers in matters of mobility, tries to face it with actions on various lines that promote the use of collective public transport and discourage the individual use of private vehicles, seeking more efficient transport alternatives, relying on the resources offered by new technologies for an intelligent and citizen-focused management, but also being aware that the topographic conditions and population dispersion present on the island make it difficult to definitely go without private vehicles.

That is why the MA of Cabildo promotes, executes and finances various actions focused on improving existing infrastructures, promoting the use and modernization of public transport, as well as creating a context that favours change in mobility patterns on the island.

Despite the fact that all these initiatives to promote and improve public transport mainly benefit the island's citizens, the relevance and influence of the tourism sector in Tenerife cannot be ignored as well. Although it is true that the island is known to a large extent for its good weather almost all year round and its coastal landscapes and beaches, it is also true that in recent years there has been a shift in the trends of travellers towards other types of activities which differ from the usual "all-inclusive" or the so-called "sun and beach" tourism, such as cycling or hiking which demand additional, tailored information services.

Thanks to its Big Data department TITSA can identify how many of our passengers are tourists or which are the areas that they tend to frequent the most, among other things. Previously, extracting this information was a much more complex process, since a significant percentage of tourists paid in cash, but recently and coinciding with the withdrawal of cash as a payment method due to the Covid-19 pandemic, tourist transport cards have been created; these can be purchased already precharged depending on of the number of days they will need to travel by bus or tram during their stay on the island.

Thanks to the registration and analysis of the information coming from these cards through our Big Data infrastructure, which we have been able to improve over time thanks to the support and contribution of the Cabildo both from the Mobility Area and from other policy instruments such as the MEDI (strategic framework for island development) we are now able to improve and adapt our service to the preferences and needs of our clients.

For this reason, keeping in mind the relevance of this information from our and the MA of Cabildo point of view, we understand that not taking advantage of it would be a mistake and an inefficient decision on our part, due to the great importance of the touristic sector on our island. This sector is not only a generator of employment for a multitude of citizens and income for various related establishments, but also as a powerful lever to promote changes and improvements through the expansion of the range of activities offered to tourists in order to:

- increase the general attractiveness of Tenerife as a destination
- orienting the customers towards sustainable and responsible mobility
- supporting also the improvement or development of technological infrastructures, such as in our case the implementation of this tourist passport on TITSA's website and app.

The process of implementation of this action will consist of two phases: the first one, in which the selection of trails, the preparation of the written and multimedia content, the preparation of the TITSA app and

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website to be able to host this content and subsequently its testing and monitoring will be carried out; afterwards, in a second phase, after analyzing the results obtained by the big data department, we will request support from Cabildo to allocate additional amounts in the corresponding next annual budget to implement the necessary improvements (or corrections if they were necessary), which could include features such as the functionality of interaction with QR codes or the creation of profiles and ranking of users, among others.

Consequently, we intend to cause a change in the MA policy instrument by requesting to accommodate extended activities supported by specific funds in order to improve and finalize the implementation of the app and sustain the action successfully on a longer term, as well as to improve the service being provided using innovative modalities.

Part III – Details of the planned actions

SUMMARY LIST

1.1 The background

Participating in this project has been an eye opener in order to learn from our partners about potential practices that could be incorporated into our activities, but it has also been useful to perform a self-analysis and objective review, so that we can be more aware of our strengths and weaknesses in order to improve in different fields such as economic efficiency, encouraging and promoting active tourism and trying to be more responsible regarding accessibility or sustainability, among others aspects.

At the moment, we have begun measuring and analyzing data on tourism and the tool we are using for this subject is BIG DATA. As its name implies it provides lots of information which after screening can be really helpful for us, answering questions such as “which are the most visited areas”, “what are the nationalities or age groups of those visitors who would be more likely to use public transport” or “how many and where are the travellers more keen to frequent places oriented to active tourism from”. This way we can study their behaviour to provide a better service, for example getting the buses to drive around more or less frequently (depending on the demand) or providing buses with the necessary infrastructure so that our clients can bring with them whatever they need in order to practise their sport of choice

Regarding the latter case, we have observed that the most frequented areas visited by those who opt for active tourism, oriented to hiking or protected areas, are mainly concentrated in El Teide, Anaga and Teno. The particularities of these areas, while making them attractive due to their orography, coastal landscapes or their potential for practising several sport activities, also imply some limitations such as the possibility of landslides, deficiencies in vehicle turning and bus stops or lack of parking, which turn these areas into difficult access ones. As a result of these circumstances, a series of restrictions have been happening in Teno for some time, as for example the access to this area by car during summer which has been limited between 9 a.m. and 8 p.m. and by winter from 10 a.m. until 7 p.m. so that it can only be accessed by bus during that time slot. Although this restriction does not affect emergency vehicles, vehicles labelled for people with reduced mobility, boats, bicycles, taxis, workers and companies that operate there.

However, on a more positive note there are not only restrictions, but also improvements being made as well, since The Cabildo and The Buenavista City Council have put out a plan for the reconditioning of the parking, the execution of a turning area for vehicles (some sort of a small roundabout) and the replacement of the pavement in the access to the lighthouse, as the asphalt there is severely damaged. It would be replaced by a less aggressive mix which integrates into the landscape, similar to the one used in some trails in Teide National Park, which, while improving accessibility for visitors, also continues to respect the area and minimize the environmental impact there.

Going back to the limitations on travelling to Teno, implemented both to protect the visitors and also to help preserving a protected natural area, those have begun spreading to other parts of the island, such as

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Anaga. In addition, we are also studying the possibility of establishing an agreement with the taxi industry so that visitors can get to those areas which are even more inaccessible and where the buses aren't able to enter either, paying with the tenmas card.

As a result of the interregional learning process and the exchanges that took place during the different trips, workshops and tutoring sessions, along with the information we have obtained thanks to BIG DATA, and to continue in line with the actions explained earlier we have decided that the two good practises that better suit us would be the ones learnt during our visits to Germany and Poland: "Volcano bike trail and Vogelsberg volcano express", where there was a bus with a trailer which transports the tourists with their bikes along the trail; and also "The Tourist Passport", which encourages tourists to discover small-less known places of the region connecting them into attractive sightseeing routes.

Regarding the first good practice, our plan consists in adapting our buses so that they are equipped with shelves for carrying surfboards. The chosen area to start this implementation is Anaga, as it is known to be a remarkable destination with a great diversity of natural areas, combining forests and mountain trails, volcanic landscapes along with outstanding beaches. For instance, the Anaga Rural Park contains a great network of trails which are highly popular among hikers due to the variety of routes and the wealth of its landscapes, allowing to enjoy the laurisilva forest and the coast at the same time. Its seashore, with beaches such as Almáciga, Antequera or Benijo, can be an ideal place to find peace and tranquillity, while at the same time being a perfect place to surf all year round, thanks to the geographic situation and the climate of the island, which attracts enthusiasts from all Europe. Consequently, all these facts make this area an inviting place not just for active tourism, but for anyone who enjoys activities such as cycling, surfing or hiking.

Concerning the second good practise, its main objective consists in encouraging tourists to discover new, hardly known places of the region, connecting "small" locations into attractive sightseeing routes. We firmly believe that there are lots of beautiful and captivating areas in Tenerife that could benefit from this action, as they happen to be not so well known, even for some local people, and also due to the pandemic there are businesses that have suffered economic consequences for whom this initiative would be convenient as well, by helping them to progressively recovering its influx of consumers or clients. Therefore, our strategy will consist in establishing a series of trail routes which will be accessible through public transport and would be renewed yearly, as a way to promote keeping an active life (as we are directing this towards residents but also tourists), sustainability (by avoiding the use of private vehicles in favour of public transportation), the practise of entertainment related activities in the open, enjoying the nature which bring several benefits for physical and mental health and which also is recommended as it allows to meet with people while respecting social distancing rules.

Justification for acquisition/adaptation:

Due to the particularities of our territory, such as insularity, the climate, the weight of the tourist industry both in our country and especially in the case of the Canary Islands, along with the fact that we are a company that among other things focuses mainly on passenger transportation, and in addition to the current pandemic situation, in which it is recommended to avoid activities in closed spaces in favour of physical or sports activities outdoors, we consider that the initiatives (good practices) that we could adapt the best are "transportation and access for cycling trails" (which we adapted by redirecting it to surf, taking advantage of the coast of Anaga) and also "the tourist passport".

Regarding the first good practice and its adaptation, it is worth highlighting its implementation in Anaga, an area frequented by a high number of visitors, especially those with the purpose of practising activities such as hiking, surfing or cycling. For this reason it has been planned to expand to this area the initiatives previously adopted in Teno with regard to access limitations, so they can only be reached by public transport in certain time slots (a practice that on the other hand, was highly valued by all the project partners on their study visit to Tenerife) and also combined with what was observed in Germany in relation to transport for cycling routes. Despite the fact that bikes were transported to the trails inside a trailer attached to the buses, which implied that the driver had to get on and off whenever it was necessary in order to open and close the trailer, we believe that the most practical way to adapt it for us would be by enabling the bus' trunks, as it has already begun to be done. Consequently, passengers can introduce their surfboards in the lower part of the vehicle, which the driver would open in an automated way avoiding

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unnecessary waiting times. Additionally, by adapting this good practise we would also be promoting sustainability through the use of public transportation versus the use of a private vehicle, which was the only option previously available to those who wanted to practice activities like these.

Both the initiatives that are being implemented in Teno and those that have begun to take place in Anaga, in areas such as Taganana and Almáciga, where 2 new buses have been incorporated, are being highly promoted in social networks, newspapers and the rest of the media in general, and are also subject to possible future modifications based on the data and opinions that might be obtained during their development.

On the other hand, regarding the second good practice known as Tourist Passport, while the Polish model focuses on local tourism, we would be willing to expand the range of recipients of such a program. However, because of the current situation regarding the pandemic, we would probably start this initiative locally as well and progress gradually including national and lastly international visitors in the future. We found it to be a very interesting idea that could be easily transferred to our territory, since there are many appealing and enjoyable areas on the island that are unknown or very little known both by tourists and even by many local people. We are also confident that this good practice will provide added value to the usual "sun and beach" type of tourism which our territory is so well known for, also redirecting its interest to promote sports or physical activities, while keeping in mind the health benefits that come with their practise as well.

The routes would be thematic, created and renewed annually and aimed at different kinds of public, therefore we should distinguish between trails aimed towards experienced hikers from those directed to casual hikers. Whilst the initial ones can be characterized by requiring a greater physical demand in addition to entailing greater difficulty regarding orientation and knowledge of the area, among other things, in the case of trails intended for amateur or casual hikers, they are destined to a potential population that does not need to have previous experience or the same stamina as those who practise sports regularly.

We believe that the Tourist Passport would not only encourage the practice of sports activities such as running, cycling or hiking, but it will also provide a boost for those people who, although they may not lead a physically active life, probably wish to switch off from their daily routines and / or work. As it was evidenced in one of the good practices presented by Finland ("Meijän polku (Our path); concept to well-being and health promotion related to nature trail network") as well, there are researches that not only establish a connection between nature and health, but also endorse the benefits of physical exercise and outdoor activities for our mental well-being. There is no need to practise high intensity sports or activities in order to obtain positive results for our wellness; as a matter of fact, just going for a walk in the outdoors can be a healthy form of exercise not just physically but also for the mind. Moreover, going for a hike in a natural environment brings increased mental health benefits over walks through built up areas, as some researches show, such as being more creative and having better memory in comparison with people who spend less time in nature and more with technology. It can also improve your outlook on things, helping reduce over-thinking negative emotions or experiences and fight common mental health issues like stress and depression. After the experiences that we have gone through during the last months as a result of the pandemic and lock down due to COVID -19, several people have been involved in very stressful situations which may have been intensified due to the concern for family members, the possibility of losing their job, loneliness for those who have gone through confinement alone or even those who have even suffered the disease and now experience some sort of physical damage.

For these reasons, in addition to the restrictions and recommendations that currently exist and that may continue to some extent in the future, we believe that the Tourist Passport can be an entertaining game for everyone, which can serve to encourage physical activity at the same time that as an alternative to disconnect in the open air, in both cases being able to enjoy nature, landscapes and encouraging to rediscover localities and municipalities on the island of Tenerife.

1.2 Evaluation results justifying the specific Actions chosen for implementation

In this section we will carry out a qualitative and quantitative analysis of the actions that we chose to implement in order to decide the best way to design and execute them.

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Although from the beginning we were clear about the actions that most suited us as a company and the socio-economic characteristics of our territory, the tourism sector being its main source or contributor, we considered different ways of approaching and / or executing them, seeking those that best suit our public, that are more compatible with those measures that are being promoted in the area such as sustainable mobility and the conservation of protected natural areas, that generate superior added value for the whole of society and also of course maximize our benefits.

If we focus on each of the actions chosen to be replicated in Tenerife, both were stated as follows:

- **Buses prepared to carry surfboards vs. buses prepared to carry bikes in the Anaga area**
- **Tourist Passport in physical format vs. Tourist Passport app or contained within TITSA's own app and website.**

To decide which alternatives to choose, we carried out a qualitative multi-criteria analysis, in which we evaluated a series of characteristics that both alternatives would have, organizing them according to their weight and corresponding score.

In the case of the modified buses, one prepared to carry surfboards and the other bicycles, despite the fact that the technical characteristics of the vehicles in terms of fuel consumption, emissions or typology are the same in both cases, its design and distribution in their interior vary, affecting factors such as comfort or the number of passengers who could use the service (standing and seated). That is the case of the bus prepared for bicycles, which would have fastening systems in order to carry them in the lower part of the vehicle but also in the cabin, something that could be a benefit for cyclists, as it would mean having a greater capacity to transport the instrument they use to practise their sport activity, while it can bring discomfort for the rest of the users of the bus, as there would be fewer seats available considering the dimensions and space that the bicycles would take up; it is for this reason that we gave a score of 8 versus 6.

If we attend to the preferences of the clients, we can see that although it is an area where cycling is practiced quite frequently, surfing is still the most popular activity; therefore we believe that even though there would be a demand for this service, it would not be as high as in the case of surfboards. Consequently, we rated those 10 versus 7.

Furthermore, regarding the reduction of emissions, although the characteristics of both buses in technical terms are identical, we believe that the demand both options would have would influence their emission reductions: as the bus option for bicycles would have less demand, we estimate that the emissions would be lower compared to the first alternative. For that reason, we rated this factor with a 5 and a 7 respectively. We didn't associated it with a higher value because even if having lower emissions is something positive, the trips would be inefficient in terms of not taking advantage of the potential of the vehicle's capacity.

Regarding the suitability of the type of vehicle considering the line and service it would perform, both have a very good rating, an 8, since the specifications of the Anaga area make it necessary to use a vehicle prepared for mountain regions, a requirement that both meet equally.

Focusing on the global score for both in this regard, we can confirm that based on the multi criteria analysis, the chosen option should be the buses prepared to transport surfboards.

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	ACTION 1a : Bus Surf Anaga	ACTION 1b : Bus Bike Anaga
Evaluation period (years)	11	11
Capital costs	€ 420.000	-€ 450.000
Total costs for the entire evaluation period	-€ 2.931.333	-€ 3.801.333
Cost-Benefit Analysis (monetized benefits and costs at the chosen discount rate)		
Benefit Present Value	€ 1.236.431	€ 1.043.491
Cost Present Value	-€ 2.803.894	-€ 3.673.894
Benefit/Cost Ratio	-0,44	-0,28
Net Present Value	€ 4.040.325	€ 4.717.385
Multi-criteria Analysis (ranking of non-monetary costs and benefits)		
A. Adequacy to customer preferences	7,00	4,90
B. Passenger comfort	1,20	0,90
C. Indirect reduction of CO2 emissions	0,50	0,70
D. Adequacy of the bus to the line	0,40	0,40
Weighed score	9,1	6,9

If we switch focus onto the cost-benefit analysis of the two alternatives for this action, first of all we must bear in mind that the passenger estimations that we established are quite conservative as a consequence of the uncertainty that we have been going through during the last year, despite the fact that the economic results of the year 2019, prior to this situation, became one of our greatest in relation to benefits and demand figures. On the other hand, we consider that the benefits reported by both cannot be measured only in economic terms, but also in other context such as social welfare; for example, this initiative affects both tourists and residents of the island in a positive manner, making this area more accessible to athletes and those interested in surfing in general. In addition, regarding accessibility, it should be noted that both vehicles would be prepared for wheelchair users or those with reduced mobility, being the first time that this option has ever been available for this route.

Nevertheless, despite the benefits that both can bring with them, we must not forget the difference between both potential audiences, highlighting those who travel to this area with the objective of practicing water sports, meaning that the demand and the expected benefits would exceed far more than those of the opposite option. Another factor that makes us lean towards this option is the higher costs involved in acquiring the modified bus for transporting bicycles, due to its internal layout.

Provided the cost-benefit analysis, we can verify that the result matches with the multi criteria analysis in the sense that, despite the fact that in both cases there are higher costs than benefits, the margin is better in the first option, which is the one with the buses prepared to carry surfboards.

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	ACTION 1a: Tourist Passport in physical format	ACTION 1b : Tourist Passport app	ACTION 1c : Tourist Passport functionality within TITSA's app
Evaluation period (years)	11	11	11
Capital costs	-€ 51.144	-€ 44.000	-€ 6.500
Total costs for the entire evaluation period	-€ 869.742	-€ 244.398	-€ 165.098
Cost-Benefit Analysis (monetized benefits and costs at the chosen discount rate)			
Benefit Present Value	€ 232.465	€ 224.693	€ 224.693
Cost Present Value	-€ 837.214	-€ 236.902	-€ 159.166
Benefit/Cost Ratio	-0,28	-0,95	-1,41
Net Present Value	€ 1.069.679	€ 461.595	€ 383.859
Multi-criteria Analysis (ranking of non-monetary costs and benefits)			
A. Degree of penetration in the target market	3,50	7,00	7,00
B. Availability in multiple languages	1,00	2,00	2,00
C. Reduced environmental impact	0,10	0,35	0,35
Weighed score	4,6	9,4	9,4

Regarding the second action, which involves the creation of the tourist passport, we also evaluated two alternatives in order to decide how to carry out its implementation. Initially, we thought it would be a better idea to design, print and distribute a certain number of tourist passports, which would increase year after year depending on their demand. One of the main reasons that made us lean towards this idea was the profitability that we believed would have compared to the alternative of creating an app, or even adding new features to the one TITSA already have available for its users, which we assumed would be much more expensive.

However, after carrying out the cost-benefit analysis, we found out that we were actually mistaken: necessary measures for the passport in physical format such as hiring of staff in order to distribute them and inform tourists or potential clients would increase our expenses significantly compared to the benefits they might bring to us. When comparing it with the development of the app or the possibility of adding the passport as an extra within our current app, we can see how the capital costs themselves are much lower in those two last options, as well as the total costs of the evaluation period. Both of them could help us in the sense that we would not need to be constantly printing tourist passports, as they are hosted in the application itself, accessible from any mobile device, both Android and iOS. Any change, misprint or modification of future routes would not entail a reprint and cost increases related to this concept, as they are included in the current costs section that we call "evolutionary development" of the app.

In qualitative terms, both app related options are much more advantageous, being available on mobile devices, which greatly increase the scope that this action can have, needing only internet access and a smart phone, something very widespread nowadays among the majority of the population. It would also be available in a variety of languages, compared to the initial idea of the printed passport which would only be in two or three, which also increases its accessibility as well as its reach and impact among the potential public.

In this case, although we know that the digital alternatives also can have negative consequences for the environment, as we already work with this kind of infrastructures and systems on that field, we don't expect they would bring such an increase to the contribution we already make regularly. However, the analogue alternative involves printing, spending on signage and stationery material in addition to ink, etc. which could be wasted if misprints occur, routes were modified or the demand ends up being lower than estimated. Choosing the option to develop the app or to take advantage of the one we already have expanding its features end up being the most efficient options.

However, despite the fact that according to the qualitative analysis both alternatives related to the apps coincide in all of their scores, when comparing those two we need to highlight the lower costs that implementing the passport within TITSA's app would entail, added to the fact that it would be much more

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practical for the users, since they could locate everything they need in one place without having to download different apps. For this reason and added to the fact that it provides us with a higher profit margin, it ended up being the logical choice.

1.3 Actions

- Action 1 : Improving transportation and access for surfers in Anaga
- Action 2 : Tourist Passport

ACTION 1

1.3.1 ACTION 1 – Improving transportation and access for surfers in Anaga

The action consists of the implementation of modified buses to transport surfboards by installing shelves in their trunks into the routes that circulate through Anaga (Taganana and Almaciga).

1.3.1.1 Steps/activities required for its implementation

In order to proceed and implement this action/initiative, the necessary steps and activities are as follow:

- Establishing the team responsible for the Action implementation and defining their objectives, responsibilities, tasks during the execution period.
- Meeting previous to its development, in order to answer the following questions:
 - What (which are the initiatives chosen for implementation and its translation to our case)
 - Why (which are the reasons that made us choose a certain initiative instead of another)
 - Where (which should be the areas implicated in each action and why so)
 - When (establishing an estimated period of time to start their implementation until we can say their activities are successfully finalized)
 - Who (who are the people in charge, not only leading the project but those whose work will also be essential for the well being of the project; also identifying our stakeholders and other players)
 - How (which are the steps we will be taking regarding decision making, meetings and negotiations in order to obtain funding with the corresponding entities, etc.)
- After fully knowing the basics of the project, all the subsequent activities will be planned in detail (such as buying busses, training drivers, advertising the service, studying the information which will be provided by big data, implementing improvements, etc).

1.3.1.2 Players involved

The organizations that will collaborate with us in this project are: the Santa Cruz de Tenerife City Council, which provided us with the buses that will be used in this action, Cabildo de Tenerife, which will provide support in obtaining information, Turismo de Tenerife (as a private company, SPET, Turismo de Tenerife S.A.), by promoting the activities that will be implemented in the future and the Cruz del Carmen Visitor Center, located in the Anaga Rural Park, providing information, interpretation and broadcasting services of its heritage and natural values to people and visiting groups. In addition, active tourism companies, neighbourhood associations and businesses in the area will also participate.

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1.3.1.3 Timeframe

ACTION 1	PHASE 2			
	Acquisition of modified buses to transport surfboards by installing shelves in their trunks and their incorporation into the routes that circulates through Anaga (Taganana and Almaciga).			
	Semester 1	Semester 2	Semester 3	Semester 4
Activity 1.1	At the end of 2019 the Santa Cruz de Tenerife City Council ordered two adapted buses, which we have recently received, for their operation on the routes that work through Anaga. During this stage, tests of the vehicles will be carried out in said area to guarantee a smooth and efficient operation.			
Activity 1.2		The start of its promotion will take place, so that potential customers are aware of this improvement within the lines.		
Activity 1.3			Once they begin operating, we will begin analyzing the information BIG DATA will provide us during the following months; for example we will analyze reports about the demand, to check whether we should increase the frequency of the service or modify schedules to improve our efficiency.	
Activity 1.4				After obtaining all the necessary data, the decision-making and adaptation of those measures that are considered necessary after what

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				was detected in the previous semester would take place. We expect to complete this timeline approximately by the end of next summer.
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1.3.1.4 Costs and other inputs

1.3.1.5 Costs

Description	Amount (partner currency.....)	Notes
1. CAPITAL COSTS		
1.1 Acquisition of modified buses to transport surfboards x2	210.000 € x2 = 420.000 €	Intercity buses for high mountain routes. Each one has 40 seated places (driver, 38 standing and 1 space enabled for wheelchair users) +Modified bus trunk to house shelves for transporting surfboards + Accessibility: they will be equipped with an electric platform for access to wheelchair users
TOTAL 1.		420.000 €
2. YEARLY CURRENT COSTS		
2.1. Diesel (fuel)	45.000 €	Estimation of fuel costs, taking into account the mileage / consumption data for the year 2020 on this same line (946), which includes the Anaga route.
2.2. Preventive and corrective maintenance	30.000 €	Estimation of the expenses for the mechanical staff and the costs originated from the purchase of materials/ spare parts, taking into account the data for the year 2020.
2.3. BIG Data staff	5 hrs/week; 260hrs/year 20,84 € x 260 hrs/year= 5.418 € aprox.	Estimation of the total cost of the hours that the Big Data department will dedicate to the treatment, extraction and analysis of the information obtained during the implementation of the project.

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2.4 Marketing campaigns	3 campaigns per year 3.000 € each one 3.000 € x3= 9000 €	Estimated cost of implementing three digital marketing campaigns oriented to social networks and spread throughout the year during peak season, Easter and summer.
2.5 Driver's salaries	202.130 €	Estimated driver's salaries, based on the information we have for the year 2020.
TOTAL 2.	291.548 €	

1.3.1.6 Other resources needed

There are many resources, besides financing, needed to support the chosen action. We can organize them into different categories, such as people, facilities, information and also equipment and materials.

In order for the project tasks to be performed effectively, **human resources** are a key factor for us. We should plan in advance and identify potential people to become part of the project team by making sure they are available and skilled for the project in question. Therefore, we can distinguish several types of staff who will work on this action, depending on their position and training. In this case it will involve those who will be in charge of office work and on the other hand those who are in charge of driving the buses on the selected routes. In relation to office staff, there will be permanent and internal staff, such as those in charge of the elaboration and supervision of the action plan, but in addition we will be receiving advice of specialized external personnel to be able to carry out the necessary activities in the most efficient manner. We consider that the office staff will remain at a stable figure; however, given the possibility of variations in the demand, we expect the possibility of increasing the number of drivers, depending on its evolution throughout the process.

Regarding **facilities**, they will be very useful both for the drafting and preparation of the action plan and for the achievement of the objectives of the action itself. These include the offices, which allow us to house the computer equipment, meeting rooms to facilitate reunions not only within TITSA's team but also with our stakeholders and lastly the stations and transportation hubs, which serve as a link between the different areas of the island where they are located. All the facilities that will be used are owned by the company.

Regarding **equipment and materials**, they are also our property. Leaving aside all those that are used in our day to day activities, such as office consumables and related supplies, this category includes our computers and other technological infrastructures necessary for the processing and analysis of the information we will be working with, in addition to our fleet of buses, which guarantees that in the event of a problem with the ones acquired to carry out this action, these can be temporarily replaced with any of them.

Despite being something that isn't tangible, **information** is crucial as well, more so considering the importance of studying the demand of the service provided. Consequently we can get to know the behavior of customers and adapt to their needs, expectations and preferences. Although not only that, but also thanks to the work of the Big Data department we can also obtain the figures and passenger movements and thus compare the new data versus to the obtained during previous years or even with other areas with similar characteristics, noting their evolution and even being able to analyze the possibility of the implementation of these modified buses within them. The more information we handle, the better service we can provide and more efficiently, adapting to the characteristics and specificities of the public.

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1.3.1.7 Funding sources and disbursement plan

Proposed funding source structure	Funding secured (Y/N)	Amount (currency) (see 1.3.1.5 above)	%
Policy instrument (Santa Cruz de Tenerife City Council: Sustainable and Integrated Urban Development Strategy)	Y	420.000 €	60%
Other public bodies' contribution	N	0	0
Own resources	Y	291.548 €	40%
Other (specify)	N	0	0
TOTAL (currency)	-	711.548 €	100

FINANCIAL PLAN (partner currency)							
Financial requirements (OUTFLOWS)	Semester 1	Semester 2	Semester 3	Semester 4	Semester 5	Semester 6	TOTAL
Capital costs	420.000 €	-	-	-	-	-	420.000 €
Current costs	145.774 €	145.774 €	145.774 €	145.774 €	145.774 €	145.774 €	583.096€
Total outflow per semester	565.774 €	145.774 €	145.774 €	145.774 €	145.774 €	145.774 €	1.003.096 €
Funding sources (INFLOWS)							
Policy instrument: Santa Cruz de Tenerife City Council: Sustainable and Integrated Urban Development Strategy	420.000 €	-	-	-	-	-	420.000 €
Own resources	145.774 €	145.774 €	145.774 €	145.774 €	145.774 €	145.774 €	583.096€

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Total inflow per semester	565.774 €	145.774 €	145.774 €	145.774 €	145.774 €	145.774 €	1.003.096 €
CASH- FLOW (B - A)	0	0	0	0	0	0	-

1.3.1.8 Actions needed to secure funding

Our funding plan will require the following actions in order to be secured:

- Conducting negotiations with the competent funding authorities
- Generating revenues from current operations

1.3.1.9 Expected impacts from the Action implementation (with KPI defined)

The expected impact after the implementation of this action will be measured according to the following factors:

- The number of passengers: At the moment if we compare passenger traffic from 2018 and 2019, we can observe that there has been an increase in the percentage of travellers within those routes due to an increment in the frequency of the buses. This was an action we decided to adopt as a result of what we learned from our partners in the Three T project, in order to put more emphasis on sustainable tourism through reinforcing the idea of public transport. However, as a result of the pandemic and the months of lockdown there has also been a significant reduction in the number of passengers from these lines. As months have passed by, these figures have been recovering, and although these numbers are still behind in comparison with previous years, we are confident that the results will improve in the future as a consequence of the upgrade of the buses with the new storage for surfboards, which will attract more public.
- The frequency of service: the higher the frequency, the higher the demand, indicating that the initiative is working.
- Revenues perceived: an increment in them will imply that the number of clients is escalating as well.
- Geolocation data: we will track the use of the TITSA app in the area, to analyze the influx of public it receives, so that we can identify those areas which are the most visited and adapt and improve schedules and frequency.

1.3.1.10 Risk assessment. Remedial actions to contain/minimize risks

Given the characteristics of the action we have decided to implement, our company and also the area and the situation of uncertainty in which we currently find ourselves as a result of the pandemic, we expect we could be facing different kinds of risks during its implementation.

These risks can be classified into different categories, considering the previously mentioned KPI:

CLASSIFICATION	HIGH	MEDIUM	LOW
A. Number of passengers			
Demand lower than expected			X
Demand higher than expected		X	
B. Frequency of service			
Damage or loss of any of the buses that provide this service			X
Road works / landslides	X		
C. Revenues Perceived			
Limitation of national / international tourism as a result of the		X	

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pandemic, which would significantly reduce the potential benefits of this action			
That the regulations that limit access to private vehicles in certain time slots around this area are withdrawn			X
D. Geolocation data			
Technical failures or incidents that might delay the data collection and analysis process			X
ACTION RISK OVERALL EVALUATION			X

For us, the risks we estimate will have less importance / impact on the performance and development of our action are having a demand lower than initially estimated, that a breakdown occurs in one of the buses that we use in this area, that the local authorities retract and withdraw the regulations that limit hourly access by private vehicle or that some type of technical problem, breakdown or error occurs that delays or prevents the work of the Big Data department.

Regarding demand, we believe that the possibility of it being lower than projected is minimal, since it is an area that according to our information usually receives a large influx of public, both from the island and abroad, especially those fond of surfing, throughout the year, although especially in summer and peak season. However, given the possibility of the implementation of this action not getting the expected recognition, we have planned to carry out three advertising campaigns per year on social media and, aimed at a young audience, so it reaches even those who although are not regular users of public transport, do practice this type of activities or are interested in them.

On the other hand, regarding the possibility that any of the buses may experience a problem or breakdown, although it is clear that it is something that could happen, the possibilities that this is the case are quite low, since preventive and corrective maintenance work is carried out, not only in this line but in our whole fleet. However, if it were to happen, we consider that we have a large enough fleet so that we can cover the absence of one of these buses temporarily while repairing work is being done.

Concerning local authorities removing access restrictions for private vehicles, we believe that this is a rather unlikely event, although not impossible. Limiting access to certain protected natural areas is a measure that has been implemented for some time in different areas of the island, such as Teno or Anaga. They bring benefits like environmental conservation, the reduction of emissions and encourage a more sustainable mobility, and from what can be observed it seems that this trend will continue over time, extending even to other areas of the island.

One of the last risks that we believe would have a minimal impact on our action, although it affects a fundamental axis for us, which is the big data department, would be the breakdown or technical problems in the equipment or systems that are used for data analysis and management. However, we believe that these possible bugs would be solved as soon as possible and would not lead to any significant delays.

In relation to those risks that may have a bigger impact on us, there is the possibility that the demand might be higher than expected or that limitations of national/international tourism might occur as well as a result of the pandemic, affecting the potential benefits of this action.

On the one hand, if the demand ended up being higher than expected, although it does not pose a great risk thanks to our fleet of vehicles, it would bring some more complications, since we would have to work on increasing shifts and the frequency of the buses depending on those times of the day or week where the greatest increases in demand occurred.

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On the other hand, if limitations or possible future restrictions as a consequence of the pandemic were implemented it could affect the expected influx of public in a notable way, but we consider as a possible alternative solution to encourage this action within the the Canary Islands inhabitants or within the island itself, so as not to depend exclusively on national / foreign tourism. We would do this by reinforcing the marketing campaigns that we currently have planned for the course of the implementation of this action.

Finally, the only risk that we can consider as a high risk, since we believe that it is something external and beyond our control, would be if there were landslides or work had to be carried out on the roads in the area. It would be something that could reasonably happen due to the orographic characteristics of the area, so if it were to happen it would bring with it limitations or delays in travel and the entry of vehicles in the Anaga area, affecting both public transport and private. However, we are confident that if road works were needed or eventualities of this type happened, they would not last more than a few months, at most.

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SUMMARY FOR ACTION 1

Action 1					
Acquisition of modified buses to transport surfboards by installing shelves in their trunks and their incorporation into the routes that circulates through Anaga (Taganana and Almáciga).					
STEP/ ACTIVITY DESCRIPTION	RESPONSIBLE PLAYER	STARTING DATE	END DATE	RESOURCES REQUIRED (staff, tech, etc.)	EXPECTED RESULTS/ IMPACTS
1.1 Establishing team responsible for action implementation	TITSA	May/19	-	Staff, equipment and materials	Choosing a team prepared and capable of carrying out the chosen actions
1.2 Meeting to establish the initiative chosen, the reasons behind it, where should it be implemented, start/finish date, identify who would be in charge, etc.	TITSA	Jun/19	Jul/19	Staff, facilities, information, equipment and materials	To be clear about the steps to follow to work on the action to be implemented efficiently and correctly
1.3 Meetings and negotiations with the Santa Cruz de Tenerife City Council	TITSA Santa Cruz de Tenerife City Council	Sep/19	Oct/19	Staff and information	Obtain an agreement that suited our needs regarding the buses' characteristics before they were purchased.
1.4 Signing the contract regarding the purchase of the buses	Santa Cruz de Tenerife City Council TITSA	Oct/19	-	Staff, information and funds.	-
1.5 Follow-up manufacturing work to verify the technical solution	TITSA	Throughout 2020 until delivery	-	Staff, equipments and materials	-
1.6 Delivery of the buses	TITSA	Dec/20	Jan/21	-	-
1.7 Testing the new buses in the Anaga area	TITSA	Jan/21	Mar/21	Staff, facilities, equipment and materials	Guarantee their correct operation, taking into account the particularities of the area where they must operate.

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1.8 Follow up meetings related to progress and testing of the buses	TITSA	Apr/21	May/21	Staff, information, equipment and materials	-
1.6 Start the promotion of the action	TITSA	May/21	Jun/21	Information, staff, equipment and materials	That potential customers are aware of this improvement within the lines.
1.7 Meetings to follow up the progress of the action	TITSA	Sep/21	Oct/21	Staff, information, equipment and materials	Analyze the impact this actions has generated until this moment
1.8 Once they begin fully operating, we will begin analyzing the information BIG DATA will provide us during the following months; for example we will analyze reports about the demand, to check whether we should increase the frequency of the service or modify schedules to improve our efficiency	TITSA	Nov/21	Apr/21	Information, staff, facilities, equipment and materials	-
1.10 After obtaining all the data, the decision-making and adaptation of those measures considered necessary after what was detected in the previous semester would take place.	TITSA	-	Aug/22	Staff, information, facilities, equipment and materials	-

ACTION 2

1.3.2 ACTION 2 – Tourist Passport

The action consists of including an electronic tourist passport into TITSA's app and website as a new functionality, establishing a selection of routes, which would change yearly, that must be accessed by public transport and in which stamps would be collected to earn prizes.

1.3.1.1 Steps/activities required for its implementation

In order to proceed and implement this action/initiative, the necessary steps and activities are as follow:

- Establishing the team responsible for the Action implementation and defining their objectives, responsibilities, tasks during the execution period.
- Meeting previous to its development, in order to answer the following questions:
 - What (which are the initiatives chosen for implementation and its translation to our case)
 - Why (which are the reasons that made us choose a certain initiative instead of another)
 - Where (which should be the areas implicated in each action and why so)
 - When (establishing an estimated period of time to start their implementation until we can say their activities are successfully finalized)
 - Who (who are the people in charge, not only leading the project but those whose work would also be essential for the well being of the project; also identifying our stakeholders and other players)
 - How (which are the steps we will be taking regarding decision making, financing, etc.)
- We shall start a tendering process in order to select the company who will be in charge of the design of this new specificity within TITSA's app and website.
- Afterwards, all the subsequent activities will be planned in detail (such as advertising the service, studying the information which will be provided by big data regarding passenger traffic and the success of the different routes, implementing the necessary improvements to provide a service as efficient as possible, etc).

1.3.2.2 Players involved

The organizations that will collaborate with us in this project are Cabildo de Tenerife, which will provide support in obtaining information, Turismo de Tenerife (as a private company, SPET, Turismo de Tenerife S.A.), by promoting the activities we will be implementing and SINPROMI (Insular Society for the Promotion of People with Disabilities), which is a company that works with the objective of achieving the full inclusion of people with disabilities in society and will help us by advising us when designing routes and improving trails. Other associations that will also be involved are FECAM (Canary federation of municipalities) as municipalities on the island of Tenerife want to promote their most representative trails in each of them to potential visitors, active tourism companies, neighbourhood associations and businesses in the area.

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1.3.2.3 Timeframe

ACTION 2	PHASE 2				
	The action consists of including an electronic tourist passport into TITSA's app and website as an added functionality, establishing a selection of routes (from Teno, El Teide and Anaga for starters), that must be accessed by public transport and in which stamps would be collected to earn prizes.				
	Semester 1	Semester 2	Semester 3	Semester 4	Semester 5
Activity 2.1	In January 2021 we will begin promoting the initiative to the corresponding authorities.				
Activity 2.2		Once we have assigned our financing resources, we will tackle the definition of the plan, routes and start preparing the documentation for the tendering process for the design company that will be in charge of making the layout to incorporate it into TITSA's app and website.			
Activity 2.3			We expect to have been able to select the company who will work on designing the tourist passport layout both for the app and also our website and to be able to start its implementation and testing.		
Activity 2.4				Once we have tested the new characteristics of our app and website, we will continue with its monitoring and implementation. We also plan	

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				on starting its promotion and continue the data collection process.	
Activity 2.5					By summer 2022 we expect to start the adaptation process regarding the detected needs.

1.3.2.4 Costs and other inputs

1.3.2.5 Costs

Description	Amount (partner currency.....)	Notes
3. CAPITAL COSTS		
2.1 Graphic design	3.500 €	-
2.2 Implementation in the APP and the website	3.000 €	-
TOTAL 1.		6.500 €
2. YEARLY CURRENT COSTS		
2.3 BIG data staff	5 hrs/week; 260hrs/year 20,84 € x 260 hrs/year= 5.418 € aprox.	Estimation of the total cost of the hours that the Big Data department will dedicate to the treatment, extraction and analysis of the information obtained during the implementation of the project.
2.4 Marketing costs	9000 €	Estimated cost of implementing three digital marketing campaigns oriented to social networks and spread throughout the year during peak season, Easter and summer.+seguimiento de las campañas y sus efectos, en conjunto con el dpto. De big data
TOTAL 2.		14.418 €

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1.3.1.6 Other resources needed

As it was stated in the previous action, there are many resources needed to support the actions we are willing to implement. We can split them into different categories: staff, facilities, information and also equipment and materials.

Employing **human resources** is essential, not only because of the work they do but also because of the knowledge and previous experience they have, which brings added value to their activity and therefore to the results that we will obtain. As with the other action chosen, we will also employ office staff and drivers, but we will also outsource the design and implementation of the Tourist Passport.

The **facilities**, owned by the company, will be used both to carry out administrative work and for meetings (within our own team and also with the different interested parties and stakeholders) and as a communication hub between the different points of the island, thanks to the stations and interchanges.

The **equipment and materials** necessary to implement the chosen action will be mainly the same as in the previous one: computers and various technological infrastructures (hardware and software), along with the fleet of buses that also belong to us.

Lastly, **information** is also essential since it will allow us to know, predict and compare the behavior of our clients and their preferences for the adaptability, improvement and efficiency of the services we provide.

1.3.2.7 Funding sources and disbursement plan

Proposed funding source structure	Funding secured (Y/N)	Amount (currency) (see 1.3.1.5 above)	%
Policy instrument (Cabildo de Tenerife: Mobility Area (MA))	Y	6.500	31%
Other public bodies' contribution (identify and describe)	N	0	0
Own resources	Y	14.418 €	69%
Other (specify)	N	0	0
TOTAL (currency)		20.918 €	100

FINANCIAL PLAN (partner currency)						
Financial requirements (OUTFLOWS)	Semester 1	Semester 2	Semester 3	Semester 4	Semester 5	TOTAL
<i>Capital costs</i>	3.250 €	3.250 €	-	-	-	6.500 €
<i>Current costs</i>	7.209 €	7.209	7.209	7.209	7.209	36.045 €
Total outflow per semester	10.459 €	10.459	7.209	7.209	7.209	42.545 €

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Funding sources (INFLOWS)						
Policy instrument: Cabildo de Tenerife, Mobility Area (MA)	3.250 €	3.250 €	-	-	-	6.500 €
Own resources	7.209 €	7.209 €	7.209 €	7.209 €	7.209 €	36.045 €
<i>Total inflow per semester</i>	10.459 €	10.459 €	7.209 €	7.209 €	7.209 €	-
CASH- FLOW (B - A)	0	0	0	0	0	-

1.3.2.8 Actions needed to secure funding

Our funding plan will require the following actions in order to be secured:

- Conducting negotiations with the competent funding authorities
- Generating revenues from current operations

1.3.2.9 Expected impacts from the Action implementation (with KPI defined)

The expected impact after the implementation of this action will be measured according to the following factors:

- The number of passengers: At this time we are still studying which lines would be included in this initiative, and although we have experienced a noticeable fall in passenger traffic during this year due to the pandemic and lockdown, these figures have started to recover lately along with this situation in Tenerife. For these reasons, and also because of the promising results obtained by Poland with this action, we believe that the tourist passport will help boosting passenger traffic oriented to hiking while also promoting sustainability through the use of public transport.
- The frequency of service: the higher the frequency, the higher the demand, indicating that the initiative is working.
- Revenues perceived: an increment in them will imply that the number of clients is escalating as well.
- Geolocation data: we will track the use of the TITSA app in the area, to analyze the influx of public it receives, so that we can identify those trails and areas which are the most visited and adapt and improve schedules and frequency.

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1.3.1.10 Risk assessment. Remedial actions to contain/minimize risks

Given the characteristics of the action we have decided to implement, our company and also the area and the situation of uncertainty in which we currently find ourselves, as a result of the pandemic, we expect we could be facing different kinds of risks during its implementation.

These risks can be classified into different categories, considering the previously mentioned KPI, and evaluated as high, medium or low depending on its severity in case of happening.

CLASSIFICATION	HIGH	MEDIUM	LOW
A. Number of passengers			
Demand lower than expected			X
Demand higher than expected		X	
B. Frequency of service			
Damage or loss of any of the buses that provide this service		X	
Road works / landslides	X		
C. Revenues Perceived			
Limitation of national / international tourism as a result of the pandemic, which would significantly reduce the potential benefits of this action			X
D. Geolocation data			
Technical failures or incidents that might delay the data collection and analysis process			X
ACTION RISK OVERALL EVALUATION			X

Just like in the previous action, the risks we estimate will have less importance or impact on the performance and development of our action are: having a demand lower than initially estimated, a breakdown occurring in one of the buses being used in the areas affected by this action or that some type of technical issue or error occurs that delays or prevents the work of the Big Data department.

Regarding demand, we believe that the possibility of it being lower than projected is barely remarkable, since those are areas that usually receive a large influx of public, both from the island and abroad throughout the year, especially in summer and peak season. However we plan on carrying out three marketing campaigns per year on social media, which will help people getting to know about the tourist passport and the trail routes.

Concerning the possibility that any of the buses may experience a problem, although it is something that could eventually happen, the possibilities are considerably low as well, since preventive and corrective maintenance work is carried out every now and then in our whole fleet. Nevertheless, if it ended up happening, we expect to have a large enough fleet in order to cover the absence of one of these buses while repairing work is done.

One of the last risks we believe would also have a minimal impact on our action would be the breakdown or technical problems in the equipment or systems that are used for data analysis and management, which we expect would be quickly solved, not leading to any significant delays.

In relation to the risks that may have a bigger impact on us, there is the possibility that the demand might be higher than expected or that limitations of national/international tourism might occur as well as a result of the pandemic, affecting the potential benefits of this action.

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On the one hand, if the demand ended up being higher than expected, although it does not pose a great risk, it would bring more complications, since we would have to work on increasing shifts and the frequency of the buses depending on the times of the day or week where the greatest increases in demand occur.

On the other hand, if limitations or possible future restrictions due to the pandemic were implemented it would affect the expected influx of public in a notable way, but we consider as a possible alternative solution to encourage this action within the the Canary Islands inhabitants or within the island itself, so as not to depend exclusively on national / foreign tourism. We would do this by reinforcing the marketing campaigns that we currently have planned for the course of the implementation of this action.

To conclude, the only one that we consider as a high risk, as we believe that it is something external and beyond our control, would be if there were landslides or work had to be carried out on the roads in the area. It would be something that could reasonably happen due to the orographic characteristics of the area, and it would bring limitations or delays in travel and the entry of vehicles in the Anaga area, affecting both public transport and private. Even so, we trust that if road work were needed to be done or this kind of eventualities happened, they would not last more than a few months, at most.

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SUMMARY FOR ACTION 2

Action 2					
<p>The action consists of the addition of a Tourist Passport as a functionality included in TITSA's app, for which a selection of routes would be established (from Teno, El Teide and Anaga for starters), changing every year, that must be accessed by public transport and in which stamps would be collected to earn prizes or get discounts in shops in the area that adhere to the promotion.</p>					
STEP/ ACTIVITY DESCRIPTION	RESPONSIBLE PLAYER	STARTING DATE	END DATE	RESOURCES REQUIRED (staff, tech, etc.)	EXPECTED RESULTS/ IMPACTS
2.1 Establishing the team responsible for the Action implementation and defining their objectives, responsibilities, tasks during the execution period.	TITSA	Oct/19	Nov/19	Staff, equipment and materials	Choosing a team prepared and capable of carrying out the chosen actions
2.2 Meeting previous the development of the action, to establish the initiative chosen, the reasons which made us choose one instead of the other, where should it be implemented, period of start/finish its implementation, who would be in charge (identifying stakeholders and players) and other steps needed	TITSA	Nov/19	Jan/20	Staff, facilities, information, equipment and materials	To be clear about the steps to follow to work on the action to be implemented efficiently and correctly
2.3 Financial planning, different ways of approaching the action until it was	TITSA	Mar/20	Mar/21	Staff, information, facilities, equipment and	Analyze the different ways of executing the action, evaluating them in economic terms, opting for the most advantageous option

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decided to incorporate it into the current TITSA app				materials	
2.4 We will tackle the definition of the plan, routes and also start preparing the documentation in order to hire a company to design this new functionality, both to include it in the app and on TITSA's website. (Various meetings)	TITSA	Apr/20	Apr/21	Staff, information, equipment and materials	The definition of several routes, organized by areas and classified by complexity and other characteristics, to facilitate the subsequent work of whoever is in charge of their layout and insertion both on the web and in the TITSA app.
2.5 Begin the tendering process to select the company that will be in charge of incorporating this content into the TITSA app and website	TITSA	Jun/21	Jul/21	Staff, information	-
2.6 Meeting with IT department to clarify the next steps to follow	TITSA	Sep/21	-	Staff, information, facilities, equipment and materials	-
2.7 We expect to have been able to select the company and to be able to start its implementation and testing	TITSA	Nov/21	Dec/21	Information, staff, equipment and materials	-
2.8 Meeting with the IT department and with the company in charge of maintaining the website and the app	TITSA	Nov/21	Nov/21	Staff, information, facilities, equipment and materials	Clarify the following steps and the best way to implement the changes both on the app and also on TITSA's website.

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2.9 Once we have tested it, we will continue with its monitoring and implementation.	TITSA	Jan/22	Feb/22	Staff, information, equipment and materials	-
2.10 Follow-up meeting to analyze the evolution of the action	TITSA	Feb/22	-	Staff, information, facilities	-
2.11 We also plan to start its promotion and continue the data collection process. Also define the reward system for those who participate and fill out the "passport"	TITSA	Mar/22	May/22	Staff, information, equipment and materials	That potential customers are aware of this action and also to make it more attractive thanks to a reward system, so that we can retain them.
2.12 We expect to start the adaptation process regarding the detected needs and implement the chosen reward system.	TITSA	Jun/22	Aug/22	Staff, information, equipment and materials	-

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This Action Plan will be implemented and monitored by:

Transportes Interurbanos de Tenerife (TITSA), International Department.

Name and position: Jose Alberto León Alonso, General Commissioner.