

Catalogue on Case Studies for Mobility Management Measures

P **PUSH & PULL**



Parking management and incentives as successful and proven strategies for energy-efficient urban transport

PUSH&PULL - “Parking management and incentives as successful and proven strategies for energy-efficient urban transport”

PUSH&PULL is a term that refers to policies offering a combination of rewards / incentives and punishment to induce behavioural change.

The **PUSH&PULL** project aims to improve urban mobility by means of parking space management combined with mobility management (MM) measures. By introducing paid parking, increasing parking fees, reducing or restraining parking supply, or implementing other similar measures, car drivers can be ‘pushed’ to use more sustainable transport modes. At the same time, the income generated from parking space management can be used to invest in and promote alternatives, thus ‘pulling’ users towards alternative sustainable modes. This is the “core-funding mechanism” that is at the heart of the **PUSH&PULL** project.

The main objectives of **PUSH&PULL** are to:

- Save energy through a modal shift from car to other more sustainable modes;
- Help local economies by encouraging a more rational and managed approach to parking and helping cities to save money by avoiding the costs of construction of additional parking, and;
- Build the capacity for followers who want to implement similar measures by providing the knowledge required to help to alleviate parking problems, and political arguments to support parking management strategies.

The project includes implementation of parking and mobility management in 7 cities and 1 University. All implementers will set up the core-funding mechanism to use money gained from parking to finance sustainable mobility.

This **catalogue on good practice on mobility management measures** was developed by collecting information from existing studies and publications by project partners and third parties. We kindly invite you to use and copy the contents of this catalogue, and reference the **PUSH&PULL** project (push-pull-parking.eu).

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Edition: May 2015

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1. Introduction

The choice of the 14 mobility management measures for this brochure was based on a number of criteria that were judged to be important for maximizing the usefulness of the information gathered about each measure, so that partners and followers could replicate these measures. The choice was also informed by the measures that the partners of the PUSH&PULL project were already planning to implement, since it appeared sensible to provide information about similar mobility management measures. With regard to specific criteria:

- Ease of implementation - this was covered by the section on barriers and drivers to implementation of the measure. Measures were selected for the catalogue where barriers to implementation were few and drivers were very clear. This also covered the criteria acceptability.
- Effectiveness – measures were selected where there was clear quantified evidence of their effectiveness.

There is a huge amount on mobility management measures in different data bases and on different websites like epomm.eu or eltis.org. Nevertheless, this Catalogue of 'good practice' mobility management from the PUSH&PULL project gives a deeper insight than the above mentioned collections of measures for the take up of third parties who want to implement similar measures.

2. Mobility Management Cases

2.1 Choice of categories and selection of cases

The choice of categories and hence selection of cases for this Mobility Management catalogue is based on a user needs analysis conducted at the first meeting of the P&P consortium (kick-off in Krakow April 9-11, 2014) and information provided by implementation partners in Annex 1, Description of work. As the selected cases are to constitute good examples when implementation partners are to conduct their own implementation and evaluation, it has been important to include cases that at least have a fairly high success rate regarding implementation and evaluation. It has in addition been important to select cases that are well documented regarding all parts and phases of the implementation and evaluation process, and with regard to costs.

An overview of the categories with the selected cases is presented below:

1. Workplace travel planning – particularly the softer side of it (promotions, campaigns, events, competitions)

Case 1: **Agilent Technologies Workplace Mobility Management** (Author: LUND)
South Queensferry (near Edinburgh), Scotland, UK

Case 2: **The “Anton Paar” in motion programme** (Author: FGM AMOR),
Graz, Austria

2. Campaigns to promote safer car driving for cyclists and pedestrians

Case 3: **Road safety Campaign in Brighton and Hove** (Author: ATU),
Brighton and Hove, UK

3. Campaigns to promote public transport use

Case 4: **No ridiculous car trips** (Author: LUND),
Malmö, Sweden

Case 5: **Experience Public Transport** (Author: EPOMM),
Province of Gelderland, The Netherlands

4. Safer routes to school/walking buses

Case 6: **Safe routes to school** (Author: ATU),
Ljubljana, Slovenia

5. Advertising/promotion of park and ride

Case 7: **Promoting Park and Ride** (Author: EPOMM),
Utrecht, The Netherlands

Case 8: **Promoting Park and Ride** (Author: RHDHV),
Rotterdam, The Netherlands

6. Targeted marketing for new residents

Case 9: **Munich Dialogue Marketing Campaign for New Residents** (Author: DIFU),
Munich, Germany

7. Making people more aware of new infrastructure investments (e.g. bike routes)

Case 10: **Green Mobility Zone (Groene Mobizone)** (Author: EPOMM),
Antwerp, Ghent, Leuven, Hasselt in Belgium

8. Cycle school for people from an immigration background

Case 11: **Cycling training for people newly arrived in a country and/or from an ethnic minority** (people from an immigration background) (Author: LUND), Graz, Austria

Case 12: **Independent Mobility – But Safe! Experience Integration by Cycling** (Author: DIFU), Hamburg, Germany

9. Promotion of active transport with health arguments

Case 13: **Transfer of Physical Activity into Everyday Routine** (Author: FGM AMOR), Graz, Austria and other cities

Case 14: **Pedelects as a part of sustainable mobility for senior citizens** (Author: FGM AMOR), Graz, Austria

2.2 Case description

A template for the case description was used when information for each case was collected. Each case is therefore presented according to the same structure, as follows:

- A1) Objectives – description of what the measure(s) was/were intended to achieve.
- A2) Description of the CS – description of the Mobility Management measure(s) and other measures that together form the case
- B) Information on costs and who paid them
- C) Project objectives, indicators, data and impact/results: Objectives are defined above. The indicators measure how well the objectives are achieved. Data – includes description of data collected in order to measure the indicators. Impact/results – estimated change(s) in the indicator(s)
- D) Implementation process
 - D1) Stages – description of the different stages/parts of the implementation process
 - D2) Barriers – description of the key problems or difficulties when implementing the CS. When the information is available activities to overcome the barriers are described and if it was successful.
 - D3) Drivers – description of factors that facilitated or in one way or another helped out when implementing the CS

3. The cases

Category 1:	Workplace travel planning
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Case 1: Agilent Technologies Workplace Mobility Management

Country:	Scotland, UK
City:	South Queensferry (near Edinburgh)

A1) Objectives

This CS concerns a workplace mobility management scheme that was implemented to reduce parking demand, give employees a choice of modes of transport to work, and improve the local and global environmental performance and image of a large employer.

A2) Description of the CS

Agilent Technologies (AT, formerly part of Hewlett Packard) was an employer of 1,500 staff located in the village of South Queensferry, around 12 km to the north west of Edinburgh city centre. In the period 1995-97, staff numbers at the site grew by around 250, putting further pressure on the 985 on-site parking spaces and on the limited on-street parking round about. The site was also expanding further, with a building planned to be constructed on space used for car parking, so there was a pressing need to manage the situation. The site's suburban location made it highly accessible by car from all directions (although there was considerable peak hour congestion on a bridge carrying cars to the north). Public transport was limited to a bus every 30 minutes into Edinburgh to the east, and rail services to Edinburgh and to the north, roughly every 15 minutes in each direction in the peak, but with a significant gap in service to Edinburgh in the evening peak. Cycle links to Edinburgh were by UK standards of cycle infrastructure relatively good, with a segregated route most of the way into Edinburgh city centre and the north of the city.

The MM plan at the site was the result of work by the company itself, with little input from any public authority. The measures introduced, in a period of about 6 months to mid-1999, were as follows. They were open to all staff.

- Computerised car-pool matching with preferential parking for carpools with three or more occupants. There were by early 2000 reserved spaces in locations close to building entrances.
- An informal emergency ride home.
- Improved bicycle parking (some covered; all CCTV monitored) and better shower facilities as part of an improvement to the on-site leisure centre. Cycle parking capacity doubled from 40 to 80 spaces. From 2001, new changing, showering and drying facilities were introduced.
- Negotiations with the train company for lower fares and better service to Dalmeny, the nearby station. Off-peak services were improved and a reduction of up to 40% in weekly season tickets prices for travel to Dalmeny was negotiated.
- Negotiations with bus companies for improved service, and lobbying City of Edinburgh Council for an upgrade of the main bike path from the city to the site.

- Availability of public transport information on site, including access to national rail inquiries website; and a 'Site Transport Web-Page' for staff to use.
- Information provision on the MM initiatives via email, staff noticeboards, a regular transport update, and via the staff newspaper

B) Costs and who paid them

The company absorbed the main costs – staff time, and the construction of new cycle parking – into its overall budget and did not keep a record of exact costs, but they were estimated to be around €3 per staff member per year – so minimal.

C) Project objectives, indicators, data and impact/results

- (I) The MM plan's objectives were:
- (II) To reduce pressure on parking.
- (III) To offer employees alternative and less stressful ways to commute other than the car.
- (IV) To mesh with corporate environmental objectives, and to support the site's ISO 14001 accreditation, gained in 1995.

Only the first objective had a measurable outcome, as seen below. It can be argued that qualitative evidence shows that the other two objectives were also achieved.

Objective	Indicator	Data used	Impact/results
(I) Reduce pressure on parking	% of staff who drive alone to work	Staff travel surveys 1997 and 1999 (note small (80) sample in second survey)	Proportion of staff driving alone fell from 65% to 59%, train use doubled

D) Implementation process

D1) Stages

This case does not include information on specific stages. The process was the following: A site Environmental Management Council, composed of the three site General Managers, the Human Resources (HR) Manager, Facilities Manager and Environmental Health and Safety (EHS) Manager, met regularly to set environmental priorities at the site level; it was this committee which provided direct management support to the green commuting initiatives and which gave those charged with their implementation direct access to senior management. A staff travel group composed of an HR specialist, the EHS manager and the Facilities manager met more regularly to discuss progress and to agree further actions. As noted above, most of the measures took a relatively short time to implement. Thereafter, a few days per month of the EHS manager's time was needed to run the measures in place. Implementation was not therefore a major problem, although this was partly because any more controversial and/or expensive measures, such as paid parking on site, or paying for additional public transport service, were avoided completely because of their cost or impact on relations with staff

D2) Barriers

Barrier 1 – A barrier in encouraging staff “buy-in” to the MM plan was that senior management were not seen to lead by example – instead, they kept their company car and continued to drive alone to work

Barrier 2 – A further barrier was the difficulty of securing improved public transport service in a privatised market without paying for it directly. Lobbying the operators had results in terms of fares, but not service.

Overcome: Neither of these barriers was satisfactorily resolved.

D3) Drivers

Driver 1 – The main driver in the success of the MM plan at the site was that it responded to a pressing operational need – to manage the site with the existing parking, and not to build more, at a time of expansion.

Driver 2 – The MM plan fitted very well with the Agilent and before that Hewlett Packard corporate philosophy, image, and environmental management practices.

Driver 3 – At this site, the MM plan received strong and direct management support, and this led to sufficient staff time being devoted to the plan to ensure that it functioned

The case description was done by:

Please note that this case study is based on the study of Agilent/Hewlett Packard in the 1999 Scottish Government report “Green Commuter Plans – Do They Work?”. This report was written by Tom Rye (lead author) and David McGuigan, then of Napier University. Tom Rye, now of Lund University, is a Push and Pull partner and so has used his earlier work to write this case study. It should also be noted that the site was closed in 2010 and Agilent moved its remaining operations from there to a business park on the edge of Edinburgh itself.

Category 1:	Workplace travel planning
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Case 2: The “Anton Paar” in motion programme

Country:	Austria
City:	Graz

A1) Objectives

“Anton Paar in Motion” is a project run by employees for employees. It is dedicated to improving the health of employees: Emphasis is placed on physical activity, healthy nutrition, relaxation and cultural events. Solving mobility problems is not the main driving force. But taking the responsibility for the mobility behavior of the employees is a very important puzzle piece in the company’s image.

A2) Description of the CS

Based upon the company’s website Anton Paar develops, produces and distributes highly accurate laboratory instruments and process measuring systems, and provides custom-tailored automation and robotic solutions. It is the world leader in the measurement of density, concentration and CO₂ and in the field of rheometry. Anton Paar GmbH is owned by the charitable Santner Foundation.



Figure 1: The Anton Paar company / Source: Anton Paar

Besides the pure health and nutrition related activities of the programme which includes offers for running, biking, skiing, climbing, hiking, yoga, shiatsu, massage chairs or healthy canteen food one focus is set on the environmental friendly commuting. Especially the bike to work trips are encouraged. Employees that commute by bike indicate this day-by-day by pushing a so called ECO-Button when they enter the company in the morning. For each day commuted by bike they will receive 1,70 Euro to their regular salary. In this way an employee could receive additional 357 Euro per year with biking.



Figure 2: Bike-friendly infrastructure / Source: Anton Paar

Employees that arrive by public transport get their tickets reimbursed. Employees walking to work or using carpooling options are also financial supported.

Cyclists enjoy bike-friendly infrastructure. There is a modern, protected bike parking area, with solar power pump station. And for those who have a long and demanding journey behind them, there are showers available. In the company's bike workshop employees can carry out their own repairs.

Besides the company cars, there are also company bicycles and electro-bikes which can be used by employees for quick trips into town, running errands in the lunch break or going home after work.

During the annual company internal „car free week“ experienced cyclists act as guides to show other colleagues the best, quickest and safest way to work on two wheels. On arrival at work there is a breakfast provided for all cyclists. Each biker also receives a voucher for a free bike service.

Employees that commute by car have to pay 50 cent for each time they use the company's parking garage.

A very interesting alternative to the practise of Anton Paar GmbH has been implemented by several other companies in Austria, Switzerland or Germany. The so called “gentle mobility lottery” directly seeks to meet the human playing instinct. On one day of each week (the day isn't announced in advance) one employee is randomly drawn. If this employee has come to work by public transport, by bike, as car pooler or walking he / she receives 50,- Euro. If it turns out that this person has arrived by car the 50,- Euro will be put into a jackpot for the next week – and then, the company's parking space is half empty! Of course, this measure is only possible to be implemented if there isn't an alternative to park the car in the companies surrounding area. But the quite low investment of money (ca 10.000,- Euro / year) gains a lot of awareness and efficiency.

B) Costs and who paid them

For the whole reimbursement of ecological commuter behaviour Anton Paar spends about 158.000,- Euro per year.

C) Project objectives, indicators, data and impact/results

Objective	Indicator	Data used	Impact/results
(I) To encouraged people to commute in an environmental friendly way	<i>Money invested</i> <i>Satisfied and healthy employees</i>	<i>Counting</i>	In average of the year ca. 38% of the employees use the ECO button daily.

There were there no major changes in framework conditions (e.g. local economy, politics) during the implementation period.

D) Implementation process

D2) Barriers

The whole program didn't face any barrier or problem. Even the implementation of 50 cent payment for entering the companies parking garage was estimated as so little that there was no complaint.

D3) Drivers

Driver 1 – The company is aware of the benefit of healthy and satisfied employees. Therefore they invest in their staff and additionally in their image.

Driver 2 – The employees honour their company's approach and support the activities by personal contribution (especially in the topic area of nutrition and health / fitness).

The case description was done by:

FGM AMOR Robert Pressl, pressl@fgm.at

The description was based on:

Photos and source: www.anton-paar.com/corp-en/about-us/anton-paar-in-motion/
www.eltis.org

Interview with person in charge: Harald Heitzer

Find more information about the case:

See also the video at http://www.eltis.org/index.php?ID1=7&id=61&video_id=42

Texts of the video have been updated in the written case study above.

http://www.eltis.org/index.php?ID1=7&id=61&video_id=42

Category 2:	Campaigns to promote safer car driving
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Case 3: Road safety Campaign in Brighton and Hove

Country:	United Kingdom
City:	Brighton and Hove

A1) Objectives

The City Council of Brighton and Hove aimed to transform the city into a safer place to live through an ongoing sustainable transport strategy that strives for:

- (I) the improvement of road safety and reducing casualties at high risk sites through physical road safety measures;
- (II) the increase of road safety awareness using a publicity campaign among specific target groups that are statistically most at risk of being injured in collisions.

A2) Description of the CS

An initial research was undertaken in partnership with the Sussex Safer Road Partnership Data Analysis Team in order to:

- identify target groups with the highest risk potential of being injured in collisions
- Identify where these target groups were at most risk of being injured in collisions
- Identify why and how (causation factors) the identified ‘at risk’ groups were being injured in collisions.

The research identified specific groups of Killed or Seriously Injured (KSI) casualties as:

- Pedestrians aged between 10 and 24 years;
- Powered two wheelers (motorcyclists / moped riders);
- Cyclists aged between 20 and 34 years.

Campaign Posters

The road safety Raising Awareness publicity campaign was launched in London Road and Lewes Road on Monday 8th November 2010. City residents represented the target group.

There were implemented six road safety “I use the road” campaign posters (as shown in Figures 1 and 2). Brighton and Hove residents appeared in these posters as they walked, cycled, rode or drove in the city, providing thus a realistic representation of transport use in the city. Posters were displayed at bus shelters.



Figure 3: Road safety campaign posters / Source: CIVITAS ARCHIMEDE, Deliverable T44.1: Road safety campaign in Brighton and Hove

Radio Feeds

Two radio announcements were aired across the region to remind people to look out for the others when crossing the street or driving.

The number of casualties - people injured in 2009 in the two shopping areas - was mentioned in the radio announcement aiming to change the attitudes and behaviours that lead to road collisions, supporting good road safety habits.

Lamppost Banners - The poster campaign message was printed on lamppost banners (see Figure 4), hung on the way to Lewes Road / Coombe Road junction. The purpose was to raise awareness of the different road users using this junction by reinforcing the campaign message: “Whether you’re a pedestrian, cyclist, rider or driver - Look out for others! - Share the road, share the responsibility, make it safe!”



Figure 4: Road safety campaign lamppost banners / Source: CIVITAS ARCHIMEDE, Deliverable T44.1: Road safety campaign in Brighton and Hove

Cycle Code Leaflet - The cycling code leaflet was designed to provide general practical advice for safe cycling in the city. Copies of the leaflet have been distributed to:

- The Road Traffic Police – their support was used in distributing the leaflets to cyclists across the city;
- Brighton and Hove City Council representatives who cycle;
- School students who are still in the process of learning how to cycle;
- Copies of the leaflet were available to pick up from the town hall.



Figure 5: Inside of the leaflet Source: CIVITAS ARCHIMEDE, Deliverable T44.1: Road safety campaign in Brighton and Hove

B) Costs and who paid them

The Road Safety Project in Brighton and Hove was partially funded from the European CIVITAS scheme and 50% of funding was provided the Road Safety Local Transport Plan budget. The city council won £2.2 million to invest in small-scale transport projects. The City Council officers shared their best practice experience and skills with five other cities across Europe.

A cost-benefit evaluation of the proposals (calculated by comparing cost of works against costs of accidents) has shown each project has a cost benefit First Year Rate of Return in excess of 100%.

So for example, the average cost of 1 accident saving on a built up road is £59,240.1. At the Lewes Road / Coombe Road junction there have been 8 casualties over the 4 year research period. This averages out to 2 casualties per year. The cost of 2 casualties per year: 2x £59,240 = £118,480. The cost of the scheme is: £6,300. Therefore the savings resulting from a reduction in the cost of accidents at this site would be in excess of £112,180 (17 times the cost of the scheme) in 1 year.

C) Project objectives, indicators, data and impact/results

Objective	Indicator	Data used	Impact/results
(I) Assist in improving road safety and reducing casualties at high risk sites through physical road safety measures; (II) Increase road safety awareness in groups of people who are statistically most at risk of being injured in collisions through a publicity campaign	<ul style="list-style-type: none"> • Level of casualties compared to the previous period • Level of information about road safety and shared responsibilities of the road users • Level of willingness to change habits and to become more aware of the other road users 	<ul style="list-style-type: none"> • Six road safety publicity campaign posters. • 11 lamp post banners • Two radio adverts (1 national, 1 local). • A cycle code leaflet. • Physical road safety improvements at 4 locations in the city. 	<ul style="list-style-type: none"> • Accidents decreased significantly from 60 to 15, but people's perception of safety decreased from 75% to 63%. • 29% reduction in peak hour traffic flows.

D) Implementation process

D1) Stages

The CS was implemented, as follows, in the following stages:

The entire campaign was launched on 8th of November 2010 and ended in March 2011 – a total of five months.

- Stage 1:** Road safety improvement works (October 2010 – December 2010) – de-cluttering the area to improve visibility at junctions for all road users.
- Stage 2:** Road safety publicity campaign involving city residents was launched in London Road and Lewes Road on 8th of November 2010.
The first Road safety Campaign poster at bus stops went up on the 8th November 2010 and the last one came down on 27th March 2011.
- Stage 3:** The two radio adverts were aired across the region during November 2010.
- Stage 4:** The Lamppost Banners – the first one went up on 14th February 2010 and the last one came down on 27th March 2011.
- Stage 5:** The Cycling Leaflet was distributed in February 2011.
- Stage 6:** Evaluation: September 2011 – August 2012

D2) Barriers

There have been no major problems in delivering the project. However, there have been a number of minor problems associated with the project as indicated below:

- The implementation phase for this project ran over schedule, with the final completion date for all of the works being March 2011. The delay was determined by the incapacity of the suppliers to provide red material for the cycle lanes;

D3) Drivers

- Driver 1:** The experiences regarding the Road Safety Campaign defined these measures as relatively cheap for increasing road safety. The costs of launching, maintaining and repeating the campaign were minor compared to the savings of avoided traffic accidents. Combining several different platforms was extremely beneficial (e.g. advertisements on TV, radio and urban physical environment).
- Driver 2:** The campaign received wider recognition from other Local Authorities. For example, Blackpool Council commented positively on the campaign approach and decided to use the 'I use the road' campaign concept for their road safety campaign in 2011. They were made aware of the campaign after a news agency circulated the story nationally.

The description was based on:

Deliverable T44.1, Road safety Campaign in Brighton and Hove, CIVITAS ARCHIMEDES, March 2011: www.civitas.eu/sites/default/files/documents/deliverable_T44_1_brighton_and_hove.pdf

A Council Environment Cabinet Member Meeting Report

Other web links: www.brighton-hove.gov.uk/content/parking-and-travel/travel-transport-and-road-safety/road-safety-0 | www.civitas.eu/content/road-safety-campaign

Category 3:	Campaigns to promote safer car driving
Case 4: No ridiculous car trips	
Country:	Sweden
City:	Malmö

A1) Objectives

- (I) To raise awareness and obtain a change of attitude (via communicating the fact: half of the car trips within Malmö city are shorter than five kilometres, and a third shorter than three).
- (II) To show bicycling is an alternative mode of transport for such short distances.
- (III) To encourage Malmö citizens, particularly car drivers, to think about switching transport modes.

A2) Description of the CS

"No Ridiculous Car Trips" is an event-based information and behaviour campaign, developed to deliver the message "most of our daily car trips are ridiculously short" and persuade people to use the bike instead of the car for shorter trips.

Activities during the first campaign event 3-13 May 2007:

- Constant "happening" on the campaign scene, like staff being around, talking to people, giving giveaways, invite people to participate in competition (see Figure 5.1)
- "Live billboards" in front of which real people animate the advertisement by riding a bike (the advertisement says: "here bikes a car driver")
- Competitions: people can win a bike by giving a short description about their own most ridiculous car trip



Figure 6: Activities during the campaign / Source: Malmö city

- "Rush hour cyclists": a group of cyclists cycled on the most congested road during the rush hour period wearing jackets which had the message of the campaign on them.
- Own website: information about all events and the competition was available from the campaigns own website.
- Advertisements: radio ads (several interviews with organisers and with people passing by), banners, brochures (with bicycle map, and short statistic about short car trips), giveaways (cycle staff like water bottle, bike cap, cleaning rag with the clear message of the campaign)

An advertising agency was responsible for developing the design and formulating the message on brochures, flags, and billboards, bags to cyclists, ads, radio commercials and web pages. The project team from the City of Malmö was deeply involved in both the design and detail of the event’s planning, website and many elements related to the campaign.

The event itself was conducted using hired agency staff. A third of “rush hour cyclists” were employed by the Urban Transportation Department at the City of Malmö. The campaign was documented by a photographer.

B) Costs and where the money came from

The total campaigns cost were approximately €150 000 during the first year. 1 222 000 SEK (in 2007) whereof:

- the operating cost was approx. 30%, i.e. 367 000 SEK (in 2007) and
- the investment cost 70%, i.e. 855 000 SEK (in 2007).

The total budget was financed by EU project SMILE (Sustainable Mobility Involving Learning and Experience). More information on the budget is available in the published evaluation reports.

C) Project objectives, indicators, data and impact/results

The evaluation focused most on whether the quantitative targets (sets before the campaign) were realized. The method of evaluation included a phone survey (300 telephone interviews) and a quantitative analysis of media coverage (more details in the evaluation report)

Objective	Indicator	Data used	Impact/results
(I) To raise awareness and obtain a change of attitude (II) To show bicycling is an alternative mode of transport for such short distances (III) To encourage Malmö citizens, particularly car drivers, to think about switching transport modes	<ul style="list-style-type: none"> • Level of recognition of the project • Level of information about short car trips • Level of willingness to change habits 	300 telephone interviews	<ul style="list-style-type: none"> • 50% of the inhabitants recognized the events. • 94% approve of the municipality setting up these kinds of campaigns. • 23% experienced that their basic view of car trips had changed or been affected by the campaign. • 16% have considered driving less frequently due to the campaign. • 9% have used their car less frequently as a result of the campaign. • 100 % of those who have changed their travel habits believe that they will keep their new habit.

There were not any changes in framework conditions (e.g. local economy, politics) during the implementation period that may have affected the impacts of the CS.

D) Implementation process

D1) Stages

The CS was implemented, as follows, in the following stages:

- Stage 1:** Planning and preparing the campaign (Aug 2006 – May 2007) -
- Stage 2:** Campaign (May 5-13 2007) – City of Malmö and advertising agencies
- Stage 3:** Evaluation I. (June 6-11 2007) – 300 telephone interviews, advertising agency
- Stage 4:** Evaluation II (Aug. 16-27 2007) – 300 telephone interviews, advertising agency
- Stage 5** Reporting (Sept - Oct 2007) – City of Malmö

D2) Barriers

Barrier 1 – There was internal resistance within the municipality (the City of Malmö). The idea of the project and form of execution was new. In addition, in order to take into account the strong position of the car as a transport mode, there was an internal discussion before the project was implemented.

Overcome:

There were carefully prepared meetings with proper arguments to support the planning development of the measure. Several discussions with experts (both international experts via EU projects and national experts) were carried out to help to formulate the most cogent arguments.

Barrier 2 – Prior to this, as part of the municipal plans, there had been a strong emphasis on developing car-friendly environments in the city. This new project could be considered a contradiction to this; first investing in better roads for cars, but then developing campaigns to promote cycling.

Overcome:

A detailed discussion with experts helped to explain the contradiction in the project both to inhabitants and to other different departments.

Barrier 3 – There were many discussions on the message internally. There was a fear that people would misunderstand the message, and particularly the word “ridiculous”. “Can the city really express itself in this way?” (i.e. use the term “ridiculous car trips”).

Overcome:

The word “ridiculous” felt less and less daring during the course of the project. The EU project meant more freedom for the project team to test new ideas.

D3) Drivers

- Driver 1** – The decision to conduct the first interview was taken at the level of department / team leader level and not at the political level. Therefore, there were no political interests behind the project. In contrast, politicians are interested in the promotion of the excellent results of the campaign. The campaign was a part of the SMILE project and the project group were free to develop the project in a different way than if it had been a "normal" project.
- Driver 2** – There was an objective in Malmö's policy documents which aimed to encourage the community to work towards a more sustainable transport system which was supported of officials.
- Driver 3** – Guaranteed finance. The campaign had a relatively large budget. The City of Malmö was the only actor, and the campaign was quite clearly delimited as a project.

The case description was done by:

Lund University (contact person: Zsuzsanna Olofsson)

The description was based on:

The description was based on the evaluation report on the first campaign (2007) as well as evaluation documents on the later campaigns (2008, 2010 and 2011) were important inputs for writing this case description.

Find more information about the case (in Swedish):

www.malmo.se/Medborgare/Stadsplanering--trafik/Trafik--hallbart-resande/Bra-resvanor/Kampanjer/Inga-lojliga-bilresor-.html

Category 3:	Campaigns to promote safer car driving
Case 5: Experience Public Transport	
Country:	The Netherlands
City:	Province of Gelderland

A1) Objectives

The City Council of Brighton and Hove aimed to transform the city into a safer place to live through an ongoing sustainable transport strategy that strives for:

- (I) To make non- and occasional users of PT acquainted with the qualities of PT by offering them discounts.
- (II) To test whether welcome packages are a good incentive to recruit new customers.
- (III) Final objective (in terms of behaviour change) is to make the 'seduced' target groups regular PT users.

A2) Description of the CS

Experiment Public Transport is an image based awareness raising campaign, containing 5 actions targeting different target groups.

The campaign makes use of the '**Theory of planned behaviour**'.

Actions:

- **Free day ticket:** by filling in a short questionnaire and giving their personal data, people could get a free day ticket. Media used: website, mailing, promo team, advertisement, bus poster, promotional flags. Interventions are based on principles of reciprocity, facilitating desired behaviour, countering scepticism (negative image)



Figure 7: From Grip op Gedrag website (see sources)

- **Day ticket 5 for 5€ / day ticket 5:** offers families or a group of friend (max.5) the chance to experiment PT and share this positive experiment. Media used: door-to-door flyer delivery, bus stickers, free publicity and website, promo team, banners on busses and trains. Interventions are based on principles of facilitating desired behaviour, group thinking and standardising, liking and super promoter (motivating friends...)
- **PT shopping card:** travel by PT during off-peak hours for 3€ and get a discount when shopping. Media used: website, personal mailings, posters on busses and trains, promo teams. Interventions are based on facilitating desired behaviour, and rewarding

- **Welcome package after rehousing:** Package with free seasonal ticket (10 trips), free 'OV-fiets' card including 10 free rides and free subscription to Greenwheels car sharing. Media used: website, outbound call centre and welcome package. Interventions are based on principles of facilitating and rewarding, foot-in-the-door technique (by calling people that made us of this action and offering them a sequel, the desired behaviour is being grasped), making use of discontinuities and live changing moments (when moving people have to adapt habitual behaviour)
- **Hotspot travel ticket:** youngsters could travel for 5 days with all busses and trains in the province of Gelderland. Cost of this ticket was 10€. Media used: website, hi visibility vests, promo teams, door-to-door flyers, banners. Interventions were based on principles of facilitating and rewarding.

The image campaign was a **partnership of different stakeholders**, including 6 different transport operators, one advertising consultancy and 3 private organisations involved in the day-to-day implementation (design, address collection, printing, call centre, shipment...) and two leading public sector organisations, the Province of Gelderland and the City Region of Arnhem Nijmegen.

The image campaign is part of an **innovation programme PT in Gelderland** and fits within the overall Dutch government policy 'NMP4 Nota Mobiliteit' objectives to obtain more sustainable mobility. It also contributes to the strategic goals of decentralisation of policies, PT quality improvement and using the concept of Mobility Management to decrease the negative effects of (solo) car use.

B) Costs and where the money came from

The total budget of the innovation programme was 16mio €, whereas the image campaigns used 4 mio €, mostly used for these rewarding 'tariff actions'. The campaign was a sequel of a campaign called 'Happy together'.

The Provincial states offered this overall budget.

C) Project objectives, indicators, data and impact/results

The evaluation focused most on whether the quantitative targets (set before the campaign) were realized. Most of the travel data, tickets offered or sold could be gathered from the transport operators. The method of evaluation of customers' experience included a phone survey and face to face interviews in most important cities and town in Gelderland. There was also a quantitative analysis of media coverage.

Objective	Indicator	Data used	Impact/results
(I) To make non & incidental users of PT acquainted with the qualities of PT (by offering them discounts) (II) To test whether welcome packages are a good incentive to recruit new customers (III) To make 'seduced' target groups regular PT users.	<ul style="list-style-type: none"> • Level of recognition of the project • Level of participation at different actions • Level of willingness to change habits 	Tickets offered/ Sold Website use Face-to-face question- naires (cities and towns) Phone calls	<ul style="list-style-type: none"> • Recognition levels: <ul style="list-style-type: none"> • 43% for the current users , 30 % for contemplators, 20% for all Gelderland citizens, 32% for occasional & non users. • Participation levels: <ul style="list-style-type: none"> 50.000 new PT users; 89.648 travellers used a free day ticket; Other discount actions attract 15.000 new travellers; 4% off all inhabitants took part in campaign • Website had 9800 unique visitors and 80000 page views (hotspot travel ticket) • 40 % of all inhabitants has a more positive attitude towards PT • 20-28% stated to make more use of PT in the future

This is a summary of the results. More details (per action) are available.

D) Implementation process

D1) Stages

The CS was implemented, as follows:

Action 1 – Free day ticket : February 26th – December 31st 2007

Action 2 – Day ticket 5 for 5€ / day ticket 5: March 1st – May 31st 2008 / October 25th – November 15th 2008

Action 3 – PT shopping card: May 1st – July 31st 2009

Action 4 – Hotspot travel ticket: July 6th – August 31st 2009

Actions 3 and 4 were mainly meant to test 'welcome packages' as a tool to recruit new customers, whereas the first three actions targeted experimental behaviour by rewarding. There was however confusion among people which actions were ongoing in which period.

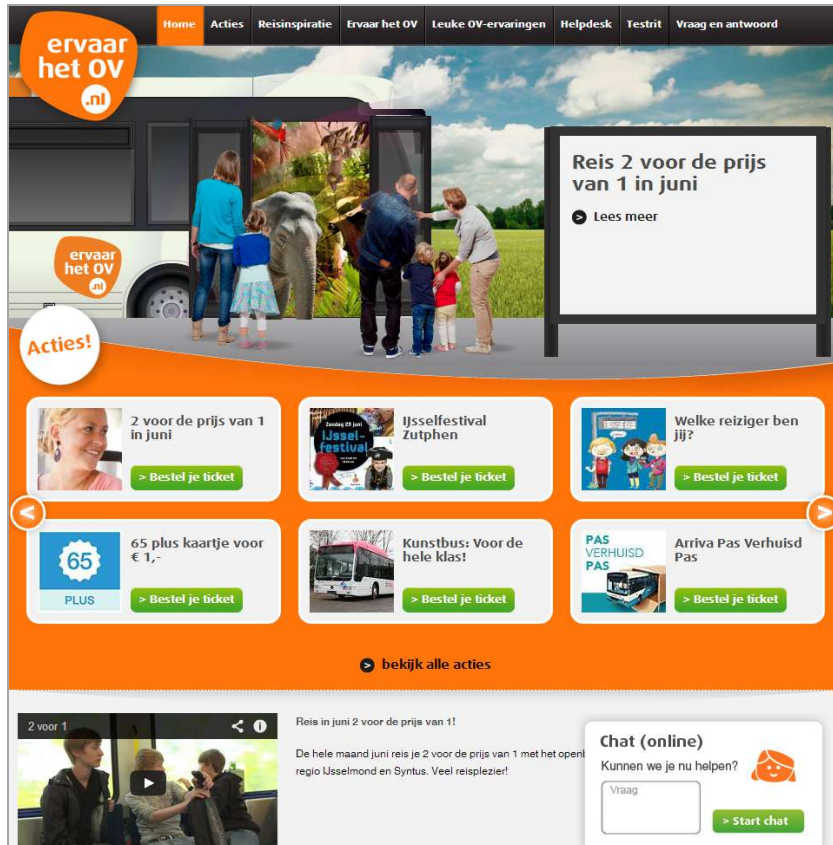


Figure 8: From Grip op Gedrag website (see sources)

The evaluation of attitudes and behaviour change intentions was high in quality, however the real (lasting) behaviour change effects assessment was of less quality.

Many efforts were addressed to marketing and advertisement tasks.

D2) Barriers

Barrier 1 – There were several actions running at the same time. This might have been confusing for people (when to use which offer?) People might get irritated when having bought a wrong ticket. This could lead to resistance against the campaign actions.

Overcome:

Better planning and timing of actions. Offer fewer different options.

Barrier 2 – Some offers were not always clearly communicated, and this led to misunderstanding where the offer exactly was valid. For example, the free day ticket: 9% of users became more negative about PT because it was unclear as to where they could use it (which routes).

Overcome:

Prevent confusion. When people first have to find out what the action is about, they will decide not to take part.

Barrier 3 – Some actions might have an alternative explanation for their efficiency. The right use of the welcome package after rehousing became under discussion. To get an overview of the participants, people had to return their seasonal ticket. Not everyone did this, so one could say that there was some kind of under-registration. The action with the Hotspot travel ticket seems to be successful when looking at the high number of website visits.

However, the action was not cost-efficient because lot of youngsters didn't buy

a ticket. The reason why is that they do not like picking a predefined date for traveling (during summer holidays when everyone is relaxed...)

Overcome:

Less complexity in actions

D3) Drivers

Driver 1 – Well-designed campaign making good use of the Theory of planned behaviour. All actions lead to the outcome that the, “intention to use more PT” has increased by:

- (1) Changing peoples’ attitudes: PT has been promoted positively and this influences peoples’ attitudes.
- (2) Subjective standardisation: when people start to talk more positively about PT (“have you heard..., nice action...”) the subjective standard about PT will be changing.
- (3) Experience controlled feelings: by offering people tickets (for free), they will experience no (longer) difficulties in effort to use PT.

Driver 2 – Guaranteed, rather high budget as a result of clearly defined policy context.

Driver 3 – Good cooperation and partnership of stakeholders

The case description was done by:

EPOMM (Patrick.Auwerx@mobi21.be)

Sources (in Dutch):

‘Grip op gedrag’:

www.beterbenutten.nl/art/uploads/files/Rapport%20Grip%20op%20Gedrag%205%2012%202013.pdf
www.ervaarhetov.nl/

Find more information about the case (in Swedish):

www.malmo.se/Medborgare/Stadsplanering--trafik/Trafik--hallbart-resande/Bra-resvanor/Kampanjer/Inga-lojliga-bilresor-.html

Category 4:	Safer routes to school/walking buses
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Case 6: Safe routes to school

Country:	Slovenia
City:	Ljubljana

A1) Objectives

Citizens' quality of life particularly children's, as the weakest traffic participants, depends on traffic safety and share of responsibility levels in the city.

The safe routes to school campaign aimed to:

- (I) Eradicate fatalities and severely injured children on the routes to school and to home: *"approaching the zero objectives"*;
- (II) Ensure students' safety on their way to school and back home, especially for the ones in elementary school and special education institutions in Ljubljana;
- (III) Provide permanent support for the weakest participants to road traffic;
- (IV) Develop and update the safe routes to school interactive plans.

A2) Description of the CS

The City Council of the Municipality of Ljubljana implemented specific policies consisting of education and training measures, traffic calming measures and traffic standards observation. They were all included in the Road Traffic Safety Act. The Road Safety Council plays an important role in traffic conditions improvement, in higher tolerance and consideration between traffic road users and reduction of fatalities and injured children and young persons.

Available data regarding road accidents represents an indispensable condition for designing and implementing preventive-safety programmes. As part of the project important data (based on police database) was gathered: age-, gender- and type-based analysis of traffic accidents - children up to 15 years. Comparisons between 2008, 2009 and 2010 were developed.

Based on these analysis and other road surveys, the City of Ljubljana also illustrated potential risks or irregularities found on the routes to schools. This helped in developing safe routes to school plans and in adopting remedy measures before accidents could even occur.

For each of the 48 elementary schools, a plan with safe routes was prepared on the basis of the map of a particular school district.

The habitually used routes to walk to school were marked on the map having as basis the actual traffic situation assessment, complex data on road accidents, conversations with school's mentors and results from parents' survey.

On the safe routes to school plans all parts of a route or dangerous sites were marked in red. All safe routes were marked green. On site, the safe routes were marked with little hearts, arrows, etc. to help children find the safe route indicated on the plan.

Within the project lifetime the safe routes to school plans were continuously updated to enclose any altered traffic conditions. Some of the changes were also done based on traffic planning to allow for safer routes to school.

The Council for the Prevention and Education in Road Traffic invited the mentors of traffic education at various workshops, to facilitate walking along the safe routes several times together with parents and children. Schools were invited to report any newly detected dangerous sites and points and to present suggestions for the setting up of traffic calming devices – humps, chicanes, indentures, preventive radar to the Council for Prevention and Education in Road Traffic. School representatives invested a great effort in determining parents to become part of the constant school traffic service.

A website – *the portal of safe routes* – was created. This portal provides the users with a review of the school environments, selected addresses, the elementary schools of Ljubljana together with basic information: safe and dangerous routes to schools with specially marked dangerous spots, traffic lights crossings, marked pedestrian crossings as well as bus stops and lines of school buses.

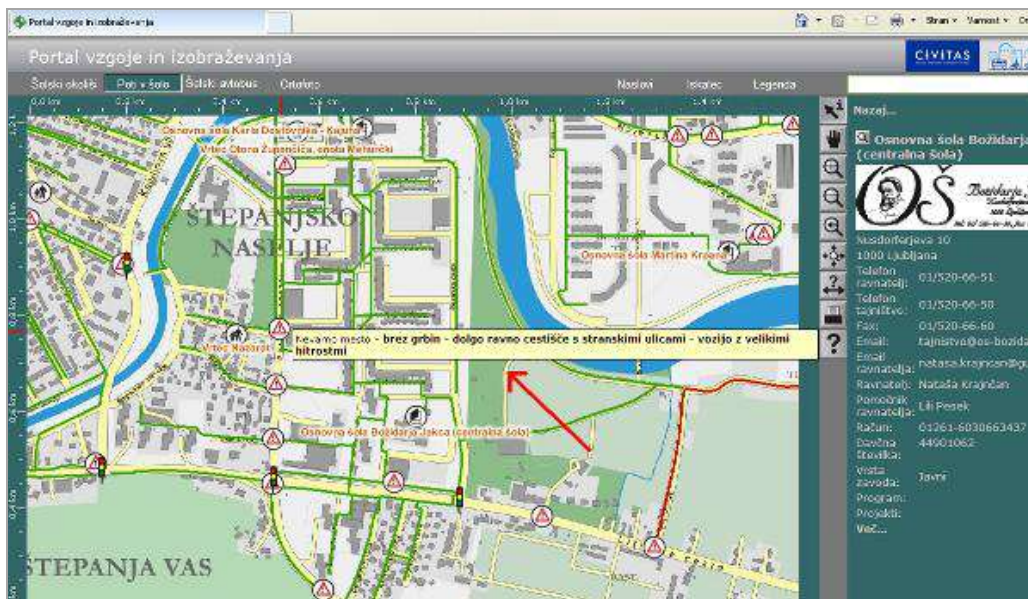


Figure 9: Screenshots from the safe route plans including a review of the description of dangerous site / Source: Implementation status report on safe routes to schools, Deliverable 5.4-D1



Figure 10: Volunteers of the school traffic service / Source: Implementation status report on safe routes to schools, Deliverable 5.4-D1

B) Costs and who paid them

C) Project objectives, indicators, data and impact/results

Objective	Indicator	Data used	Impact/results
<p>(I) Eradication of fatalities and severely injured children on the routes to school and to home: approaching the zero objectives;</p> <p>(II) Ensure pupils' safety on their way to school and back home, especially for elementary school and special education institutions pupils in Ljubljana;</p> <p>(III) Provide permanent assistance for the weakest participants in road traffic;</p> <p>(IV) Development and update of safe routes interactive plans.</p>	<ul style="list-style-type: none"> • Level of fatalities and seriously injured pupils compared to the previous period • Level of safety for the pupils • Level of protection provided to the most disadvantaged groups of traffic participants • Number of updated and interactive safe routes plans 	<ul style="list-style-type: none"> • 49 elementary schools • 52 volunteers (2011) • 20,241 elementary pupils, out of which 2,355 first grade pupils 	<ul style="list-style-type: none"> • Acceptance of the safety measures has increased from 9,4% to 23,4%; • A significant decrease in the average speed is observed (0,4–9,9 km/h or 1–20%).

Were there any major changes in framework conditions (e.g. local economy, politics) during the implementation period that may have affected the impacts of the CS?

D) Implementation process

D1) Stages

The CS was implemented within the following stages:

Stage 1: In July 2009, 2010 and 2011 the Council for Prevention and Education in Road Traffic sent letters to the volunteers, in cooperation with the Association of Auto-Mechanics and Drivers;

Stage 2: Workshops were held in August 2009, 2010 and 2011. Details about tasks, the number of volunteers, schools and the arrivals of children were agreed on with the volunteers.

D2) Barriers – what were the key problems or difficulties in implementing the CS?

The negative features of the introduction of the constant school traffic service are:

- Weak response of parents and grandparents;
- Dispersed arrivals to school and departures from school – in the morning and in the afternoon;
- Too large “STOP” sign, causing difficulties in manipulating on bad weather;
- Insufficient equipment in the case of bad weather;
- Partial deficiency of knowledge in spite of training;
- Low number of volunteers and difficulties while trying to replace them;
- Inappropriate reward as a result of the insufficient provision of financial means.

D3) Drivers – what factors really helped in implementing the CS?

The positive features of the introduction and the implementation of the constant school traffic service are:

- Assistance, provided to children on their route to school during the school year;
- Conducting activities at the less safe road crossing, not equipped with traffic lights, or not equipped with a light device;
- Training of volunteers by the Council for prevention and education in road traffic;
- Positive attitude of some of the parents to the school traffic service;
- Traffic education mentorship;
- Presentation of the constant school traffic service by the school – traffic education mentors to parents, grandparents, societies, and inhabitants of the city;
- Finding of low safety locations in order to better protect children on their route to school;
- Involvement of volunteers in other school activities.

The case description was done by:

The description was written by ATU, Romania (ana.dragutescu@yahoo.com) based on the Deliverable 5.4 – implementation Status report on safe routes to school, CIVITAS ELAN, final version February 2012.

Find more information about the case:

www.civitas.eu/sites/default/files/5_420-20d120-20implementation20status20report20on20safe20routes20to20schools.pdf
www.civitas.eu/content/safe-routes-school-ljubljana-slovenia-611

Category 5:	Advertising/promotion of park and ride
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Case 7: Promoting Park and Ride

Country:	The Netherlands
City:	Utrecht

A1) Objectives

In recent years, car traffic to the city centre of Utrecht has increased continuously. As the city will grow significantly, Park and Ride facilities will need to make a substantial contribution to keeping the city accessible, improving air quality, and offering citizens a clean and healthy living environment.

The **main objectives** of the measure are to:

- (I) Achieve a modal shift from door-to-door private car use to multimodal alternatives.
- (II) Limit daily car traffic into the city.

A2) Description of the CS

Utrecht has currently four Park and Ride hubs at the city boundaries. One of them will make way for a residential area and two more will be built. Within CIVITAS MIMOSA, Utrecht **promoted the use of Park and Ride** for instance by **offering integrated rates for parking and public transport**, offering **rental bicycles** and other **incentives** developed within the project. **Raising awareness** of the Park and Ride facilities has been identified as a **crucial factor for making the service successful**. To achieve this, Utrecht tried to **nurture media relations**.



Figure 11: Source CIVITAS

Besides **increasing the number of Park and Ride facilities** and **spreading awareness** of them, Utrecht ensured that this went hand in hand with a **high-quality public transport offer**. The city has developed a “Utrecht P+R concept” that sets out standards for an attractive Park and Ride offer concerning for example the frequency of the connecting services. Moreover, Utrecht plans to move the location where long-distance coaches pick up passengers from the central station in the city centre to one of the Park and Ride hubs.

B) Costs and who paid them

The P&R concept in Utrecht was co-financed under the CIVITAS MIMOSA project. Further details can be obtained from the City. Contact: Bart van Lith (City of Utrecht, Department of Parking) or Jan Bloemheuvel, (CIVITAS contact): j.bloemheuvel@utrecht.nl, Tel. +31 30 2860211.

C) Project objectives, indicators, data and impact/results

To measure the awareness of the P+R facilities **two on-line surveys** were used among **social-leisure visitors and commuters**. The percentage of commuters that had not heard about P+R Utrecht decreased by 2% – from 38% to 36%. The percentage of the social leisure travellers that had heard about P+R stayed the same (40%). Due to the fact that the awareness among the commuters has an accuracy margin of +/- 5% in both the before and the after measurement, we cannot conclude that the awareness changed. The respondents also reported whether they had seen the P+R logo. For both the target groups the percentages decreased: commuters from 44% to 43% and social leisure visitors from 45% to 43%.

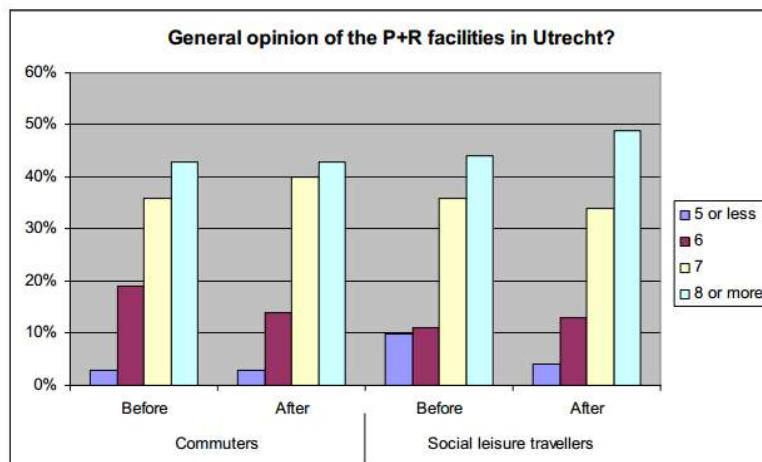


Figure 12: Source CIVITAS

As in the case with the former percentages, due to the accuracy margins, it cannot be concluded whether awareness actually increased. In the same surveys the respondents gave a grade for the P+R facilities. In the first survey the average grades were 7.3 (commuters) and 7.2 (social leisure travellers). In November 2011 these increased to 7.4 (both commuters and social leisure travellers). To measure whether the number of P+R users increased, records regarding the number of P+R tickets sold at three of the four P+R facilities were kept. At the largest P+R the parking ticket machines were renewed and due to this a reliable comparison of P+R tickets sold before and after the renewal could not be made. The number of combitickets sold at the P+R facilities Papendorp, Muziektheater and Veemarkt increased significantly from the start of the campaign in summer 2010. Based on these numbers it can be concluded that the marketing campaign affected the number of P+R tickets sold in a positive way. To measure whether the number of cars decreased the number of cars that drive on the main roads towards the city centre were counted.

All details are described in the 'Measure Evaluation Results UTR 2.1 Park and Ride Facilities' document (see link at end of case study).

D) Implementation process

Two research and development activities took place: a P+R marketing strategy and promotion plan was developed in 2009, and marketing research has been conducted to get more insight into the present P+R users and the group of non-users results. Based on this research on the group of commuters and the group of the so-called 'social-leisure' visitors of Utrecht (for shopping and leisure) the most promising target groups were identified (e.g. visitors of special events and commuters who are exposed to temporary disruption).



Figure 13: Source CIVITAS

For the execution of the feasible actions a tender was launched in autumn 2009. The selected contractor installed a website where people can find information about the (locations of the) P+R facilities (www.slimutrecht.nl) and has executed various specific promotion actions for the P+R in the course of 2010. In 2011 the contractor formulated a new action plan. The target group for the promotional activities in 2011 were mainly commuters. Furthermore in 2011 Utrecht and its subcontractor were working on an innovative P+R app which shows the location of the closest P+R, the opening hours and costs, etc. As first Dutch city with a P+R application for mobile phones, the Vice Mayor launched the app for iPhone in December 2011. The app is available at <http://itunes.apple.com/nl/app/slim-utrecht-in/id462161536?mt=8&ls=1>. Because the brand awareness was at a sufficiently high level, it was decided that no budget would be made available for special promotional actions during events in 2012. Visitors to these events will be informed at the P+R website and by the P+R app. The city of Utrecht recognized the relevance of P+R services and decided to implement two additional P+R facilities by 2016.

D1) Stages

- Stage 1** Research & development: P+R Marketing Strategy and Promotion Plan, 2009.
- Stage 2:** Contractor implemented action plan (2009-2012) Further details in the reference document ‘Measure Evaluation Results UTR 2.1 Park and Ride Facilities’

Partners

- Parking department of the Municipality of Utrecht
- Traffic and Transport department of the Municipality of Utrecht
- Communications department of the Municipality of Utrecht

Stakeholders

- Emotion Kommunikatieburo (www.emotion.nl)
- Mobycon – Consultancies

D2) Barriers

- Barrier 1** – An unplanned tender for the implementation of the campaign which delayed the process and financial cuts in 2012 was the main barrier to this measure.

D3) Drivers

- Driver 1** – The economic crisis, the extension of the paid parking area in Utrecht and the closure of 1,000 parking places near the city centre made the P+R facilities more attractive.
- Driver 2** – The baseline survey helped to better target the promotional activities.
- Driver 3** – Big events offered good opportunities to promote P+R.
- Driver 4** – Make sure that there is a thorough analysis of the city, the transport- and parking possibilities and the groups of possible P+R users
- Driver 5** – Use specialised contractors for the various parts of the measure.
- Driver 6** – Enough time should be planned for the selection process.
- Driver 7** – While applying marketing actions, the targets groups should be clearly and well identified.
- Driver 8** – P+R facilities are one part of the several components of an integrated mobility strategy. It is therefore crucial to develop a context-oriented action plan for the implementation of the Driver 1 - P+R – defining the appropriate locations, the target groups and features of the services in interaction with the others components of the overall transportation system adopted by the city.

The case description was done by:

EPOMM (Patrick.Auwerx@mobi21.be)

Find more information about the case:

www.civitas.eu/sites/default/files/measure_evaluation_results_2_1_park_and_ride_facilities.pdf

Category 5:	Advertising/promotion of park and ride
Case 8: Promoting Park and Ride	
Country:	The Netherlands
City:	Rotterdam

A1) Objectives

The P&R policy of the city of Rotterdam has three main aims:

- (I) To increase the accessibility of the urban area;
- (II) To support economic activities in the city;
- (III) To improve the quality of life in the urban area.

A2) Description of the CS

Parking policy in the Netherlands is a municipal task. However, when it comes to P&R facilities in and around Rotterdam, the metropolitan authority (Stadsregio) has a coordinating and stimulating role, among others by subsidizing the construction of P&R locations. In 2002, there were 4,200 P&R sites in the metropolitan area of Rotterdam, in 2012 there were nearly 7,300. In late 2013, this figure reached almost 9,000 thanks to the enlargement of P&R Kralingsezoom, the largest P&R in the Netherlands with more than 1,700 parking spaces. In total there are 32 official P&R facilities in the metropolitan area, 15 within the municipality of Rotterdam and 17 in the suburban municipalities (<http://stadsregio.nl/parkeerbeleid>¹).

The main aim of the policy is to prevent additional traffic to enter the (congested) urban area in order to reduce the pressure on downtown parking facilities and to increase the quality of life in the city. Most of the P&R facilities of Rotterdam are well used with an average occupancy ratio of 79% (for the year 2013).

The P&R policy of the city is additionally supported by:

- Relative high parking fees in the city centre (up to €3.33 per hour);
- A dynamic route information system in the highway, which indicates not only the number of available spaces in the P&R locations but also the frequency of the public transport connection with the city centre.

All P&R facilities are free to use for the users. Car drivers can park there for free and they have to pay only the public transport. Most of the P&R are connected by metro to the inner city, some by tram. In three locations (Alexander, Slinge and Kralingsezoom) parking was used by some motorists not to further travel by public transport but because it is located close to other activities. The percentage of this improper use of the P&R was up to 15% in the location Kralingsezoom. In order to discourage this kind of behavior the city has introduced in 2013 paid parking in these three P&R locations. Motorist that have used the public transport don't have to pay; those that don't use the public transport have to pay an hourly fee. Since the introduction of this policy, the percentage of "improper use" has dropped to 2-3% (Gemeente Rotterdam, 2014).

¹ Accessed in July, 2014.

B) Costs and who paid them²

The total costs of the P&R policy have been spread over many years. Normally speaking the metropolitan authority contributes to the construction costs, while the operative costs are sustained by the municipal authority. The latter usually makes use of the parking income generated in the city centre to cover the costs of the P&R located at the edge of the city.

The construction costs for a P&R at the ground level start at €5,000/7,500 per parking space. The management costs varies between €800-1,600 per space per year according to the type of management (private company vs. Municipality) and the type and quality of the P&R facilities.

C) Project objectives, indicators, data and impact/results

Objective	Indicator	Data used	Impact/results
(I) To increase the accessibility of the urban area; (II) To support economic activities in the city; (III) To improve the quality of life in the urban area.	<ul style="list-style-type: none"> Total parking capacity available in P&R facilities Level of use of the facilities 	<ul style="list-style-type: none"> Number of parking places Occupancy ratio 	<ul style="list-style-type: none"> See Figure 14

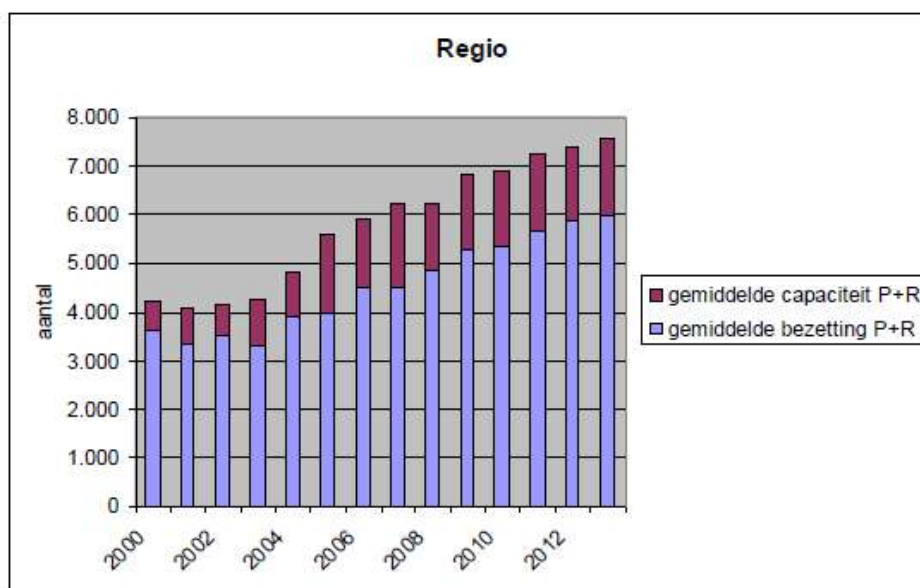


Figure 14: Growth of capacity (purple bar) and occupancy (blue bar) of the P&R facilities of the metropolitan area of Rotterdam (source: Stadsregio Rotterdam, 2014a).

² The information has been collected during interviews with senior policy makers of the city of Rotterdam in June 2014.

D) Implementation process

D1) Stages

The P&R policy in the city of Rotterdam has a relative long history. It started in the nineties and has been continuously implemented. A major change occurred in 2013 when, in order to reduce the percentage of “improper use” of P&R, paid parking has been introduced in three locations (Alexander, Slinge and Kralingsezoom).

The key actors of the P&R policy are the municipality of Rotterdam – responsible for the whole parking policy of the city – and the metropolitan authority (Stadsregio) – main financier for the construction of the P&R locations and responsible for the public transport in the city.

D2) Barriers

Barrier 1 – One of the biggest challenges for the city was to reduce the “improper use” of P&R facilities – i.e. the drivers that park for free at the P&R site without using the public transport to the city because the site is nearby other activities (ex. Companies, university, ...).

Overcome:

The introduction of a paid parking system has reduced drastically the percentage of “improper use” (in Kralingsezoom it dropped from 15% to 3%). The system recognizes motorists that have used the public transport – through the scan of the electronic public transport ticket – and gives them a free exit. Motorists that don’t use the public transport have to pay an hourly fee.

Barrier 2 – Finance: besides the construction costs, for which external funds could be found, the management costs might be a problem. P&R locations are usually free for the users but they do have costs for maintenance, cleaning, etc.

Overcome:

The city of Rotterdam covers the management costs of P&R locations with the income generated by parking in the city centre.

D3) Drivers

Driver 1 – The main driver behind the policy has been the parking policy of the city of Rotterdam. Since many years the city try to reduce the parking pressure on downtown facilities by increasing the number of parking outside the city (P&R) and partially increasing the parking fee in the city centre.

Driver 2 – The financial support of the metropolitan authority (Stadsregio) was very important to help the city to realize its strategy.

Driver 3 – P&R locations have been always located in facilities with a very good public transport connection to the city centre, mainly metro and sometimes tram. This has been done in order to offer a very fast connection for the user.

The case description was done by:

The description was based on some official policy documents of the city of Rotterdam (2008a, 2008b and 2014) and of the metropolitan authority Stadsregio (2014a and 2014b). Additional information has been collected through interview of senior policy makers of the city of Rotterdam.

Find more information about the case:

Gemeente Rotterdam (2008a), Binnenstad als city lounge, available online at www.rotterdam.nl/DKC/Document/Binnenstadsplan%202008-2020.pdf

Gemeente Rotterdam (2008b), 08gr727 Van wethouder Baljeu een brief m.b.t. de mogelijkheden voor prefab parkeergarages binnen de gemeente Rotterdam, internal communication of the city of Rotterdam, available online at

www.bds.rotterdam.nl/Bestuurlijke_Informatie:7/Raadsinformatie/Gemeenteraad_2006_2010/2008/Kwartaal_2/Raadsvergadering_van_3_april_2008/Mededeling_van_ingekeomen_stukken/Brieven_van_portefeuillehouders/08gr727_Van_wethouder_Baljeu_een_brief_m_b_t_de_mogelijkheden_voor_prefab_parkeergarages_binnen_de_gemeente_Rotterdam

Gemeente Rotterdam (2014), Maandcijfers Kralingse Zoom en Slinge 2014, internal document of the Municipality of Rotterdam

Stadsregio Rotterdam (2014a), Voortgangsrapportage P+R beleid 2014; Portefeuillehoudersoverleg vergadering 26 maart 2014, Rotterdam. Available online at

<http://stadsregio.nl/system/files/vergaderstukken/2443/26-03-2014/07%20Voortgangsrapportage%20P%2BR-beleid%202014.pdf>

Stadsregio Rotterdam (2014b), Ontwerp-Uitvoeringsregeling Brede Doel Uitkering Verkeer en Vervoer (BDU) 2014, policy document Stadsregio Rotterdam, available online at

<http://stadsregio.nl/system/files/vergaderstukken/2443/05-12-2013/05%20B2%20Uitvoeringsregeling%20BDU%202014%20-%20Wijziging%20Subsidieverordening%20Verkeer%20en%20Vervoer.pdf>

Category 6:	Targeted marketing for new residents
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Case 9: Munich Dialogue Marketing Campaign for New Residents

Country:	Germany
City:	Munich

A1) Objectives

This case study shows the successful Munich Dialogue Marketing Campaign for new residents, a campaign which aims at motivating car drivers to use public transport more frequently for everyday trips and buying more monthly or annual passes in Munich, Germany. The Mobility Management for New Residents is an important part of the concept of ‘München – Gscheid mobil’ (Munich – smart mobility).

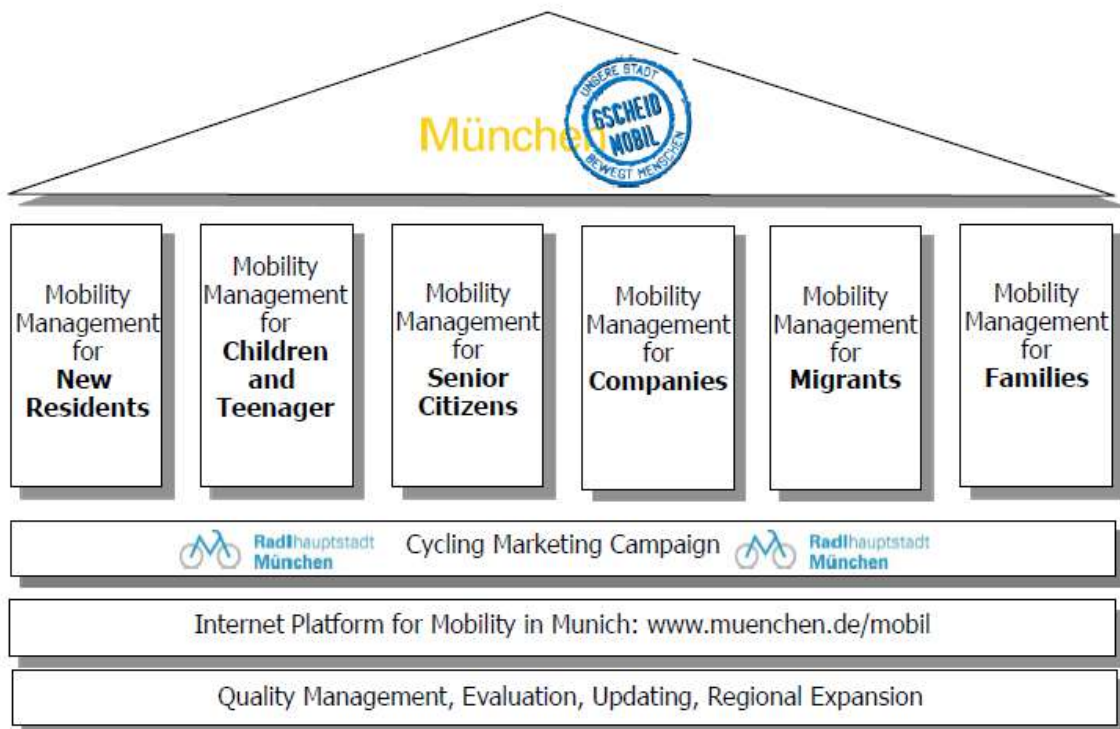


Figure 15: Figure taken from: “Marketing Sustainable Mobility! The Frame for Mobility Management in Munich” by Dr. Martin Schreiner³

³ http://eurocities2014.eu/wp-content/images/pdfs/WS4%20gscheid_mob_manag_munich_overview_schreiner.pdf

A1) Objectives

- (I) Encouraging modal shift: Marketing, information, guidance, motivation and education in order to enable people to improve their mobility while reducing their car use
- (II) To improve mobility: To implement fast, cheap, energy-efficient, safe, healthy and comfortable means of transportation (and make public transport more cost-efficient)
- (III) To prevent that the new capacities on the roads in Munich are filled up with newly inducted car traffic

A2) Description of the CS

The “everyday car use” is characterized by - at least - the following aspects: It represents for most people a very stable behaviour, although it can be seen more as a habit than a considered behaviour. The use is affected by infrastructural conditions and car use is – in most cases – possible everywhere.

It is rather difficult to influence the described behaviour or habit by traditional information campaigns that target the individual car user directly, by identifying the costs of car use or the benefits of public transport, cycling or walking. This ‘habit’ of “everyday car use” depends on stable environmental contexts as the living situation – but open the chance when the context is changing (moving!), that people re-evaluate their action and behaviour in a new neighbourhood. This short “change sensitive time opportunity” can be used to provide and promote information about alternative options for daily travel behaviour.

Between 50,000 and 85,000 people per year move within or into Munich. So in the year 2005 the marketing department of the Munich public transport company (MVG) and the local authorities of Munich decided to develop, and implement, a social marketing campaign targeting this group of new residents.

The following description is taken from Showcase: The Munich Dialogue Marketing Campaign for New Citizens by Sebastian Bamberg, University of Applied Science Bielefeld.⁴ The campaign was implemented as a two-step, individualised, marketing approach.

Activities during the first step:

After their registration at the municipal office (which is obligatory in Germany), the 5,000 new citizens received the information package ‘München – Gscheid mobil’ (Munich – smart mobility) as soon as possible via mail.

The information package contained three elements:

- A personally addressed, welcome letter, written by the mayor of Munich and the MVG director referring to the possibility of requesting a free public transport test ticket and listing central mobility related hot-lines, addresses and web pages.
- A 30-page, professionally styled, file folder containing central information about the local mobility options: public transport, cycling and walking, car use and parking, distant travelling, and the health, environmental, financial and time costs of car use in comparison with public transport. Included in the file folder was also a city map, especially produced for the campaign, showing all public transport-routes and stops, as

⁴ www.scp-knowledge.eu/sites/default/files/Bamberg%202011%20Showcase%20The%20Munich%20Dialogue%20Marketing%20Campaign%20for%20New%20Citizens.pdf

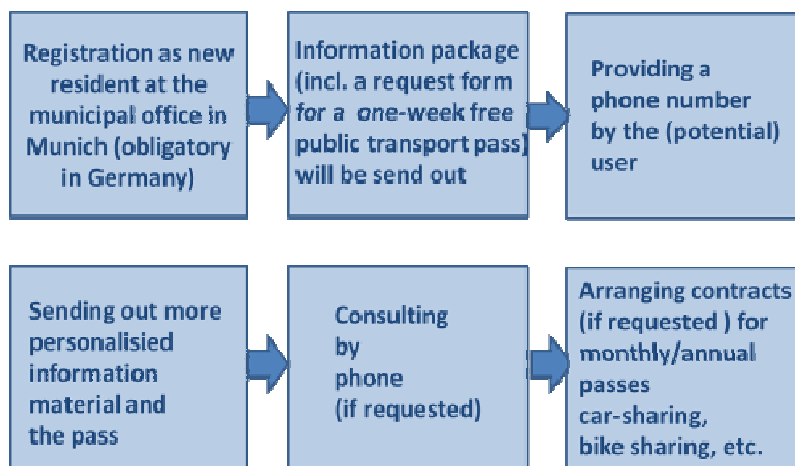
well as a schematic overview plan of Munich’s public transport routes, and tariff information. To ensure the usability and attractiveness of the information contained in the file folder, pre-versions were tested with representative mover samples and were improved according to their comments.

- A so-called ‘service card’, which could be used for requesting 16 additional information brochures (e.g., small pocket time tables for specific public transport-routes, sightseeing in Munich with public transport, guides for walking / cycling tours in or around Munich, etc.). The service card also offered the chance to request a one-week free public transport pass valid for all public transport services in and around Munich (value ca. 20 €). Persons who used the service card were asked to provide a phone number.

Activities during the second step:

- These phone numbers – collect as described above - were used for contacting the new citizens personally, especially those who requested the free ticket. During the phone call, the citizens were asked to report their experiences with public transport use in Munich, whether they intended to continue using public transport and whether they needed additional assistance or information for this purpose. At the end, they were asked whether they were interested in buying a long term public transport-ticket. If they showed interest, an order form was sent to them.

Overview of Activities:



B) Costs and where the money came from

The bulk of the campaigns costs of the pilot project in 2005 were about 200.000 Euro and were provided by the Munich public transport company (MVG).

Economically the project means a change in the revenue for all ticket types in public transport. The average additional revenue of MVG - after each new citizen around 13 EUR over non-advised citizens in public transport overall still brings higher revenue generated in addition. By far the most of revenue comes from time cards, especially from additionally sold annual passes. Here, the more sales share is about 10%. For the pilot project the MVG around 175 000 EUR expended, of which about 80 000 Euro one-time development costs. Along with the added revenue generated results according to deducting non-recurring costs, a slight positive cost-benefit factor for the MVG and for public transport as a whole.

Today the costs and revenue are about:

- Cost per household address: 12 € (net)
 - Cooperative project of the City of Munich and MVG; Funding: cost sharing: 50/50
- Revenue by selling more monthly or annual passes per household: 22 €
 - Reduction in the deficit of public transport/ increase in profit (which it in addition to the business tax on the treasurer pay)

Since 2008 the City of Munich provided together with its partners around 1.5 million euros of funds overall, including 1 million for unlimited annually recurring tasks and 0.5 million euros for research and testing of new approaches through pilot projects.

C) Project objectives, indicators, data and impact/results

Before the implementation of the marketing activity the total of 6200 from the Register-Office provided addresses were divided into two groups: One experimental group with the information package (5000 addresses) and a control group without information package (1,200 addresses) divided.

Objective	Indicator	Data used	Impact/results
(I) Encouraging modal shift (II) To improve mobility (III) To prevent that the new capacities on the roads in Munich are filled up with newly induced car traffic	<ul style="list-style-type: none"> • Number of reached people • Increase of soled monthly or annual tickets • Effect of the social marketing campaign on new residents' travel mode choice for daily trips in Munich (comparison of the Modal-Split-Share) 	A random sample of 1,900 new Munich citizens were drawn, 950 of whom were assigned to participating in the campaign, and 950 of whom served as a control group that is did not participate in the campaign. Six weeks after the end of the campaign, a phone-based evaluation interview was conducted with members of both groups, assessing participants actual travel behaviour during their daily trips in Munich.	<ul style="list-style-type: none"> • Revenue by selling more monthly or annual passes per household: 22 € • Reduction in the deficit of public transport / increase in profit (which it in addition to the business tax on the treasurer pay) • The evaluation data indicates that in the campaign group, the share of daily trips in Munich conducted by public transport is 7.6 percent points higher than in the control group. See Table below.

	Modal-Split-Share (in %)		Difference
	Campaign Group	Control Group	
Travel Mean	M	M	
Walking	22.3	23.5	-1.2
Cycling	7.1	9.4	-2.3
Public Transport	41.3	33.7	+7.6***
Car	27.0	30.3	-3.3

Note. *** = statistically significant difference between campaign- and control group, $p < .001$

Table 1: Effect of the social marketing campaign on new residents' travel mode choice for daily trips in Munich

As the evaluation showed, the campaign was seen good by the new residents. The information is considered useful. The majority of the new residents has proposed to extend the campaign in the future to all new residents. The image profit for the actors was and is clearly detectable. In addition, positive effects on traffic and economic can be proved. These effects were clearly liked to the fact that new residents were better informed.

D) Implementation process

D1) Stages

The CS was implemented, as follows, in the following stages:

- Stage 1:** Already in the years 1998 to 2003 first signs of mobility management have been developed as part of the work package in Munich ("Innovative concepts for the mobile society"), implemented and evaluated in the framework of the research project MOBINET
- Stage 2:** Launch of the Pilot project Dialogue Marketing Campaign for New Residents in March 2005
- Stage 3:** Evaluation study started approximately six weeks (April 2006) after the end the marketing campaign
- Stage 4:** Development of an ambitious master plan => 'München – Gscheid mobil' (Munich – clever mobile), which was adopted on 13/12/2006 by the City Council Munich and continued on 15.3.2008.
- Stage 5:** 2009 - Award for 'München – Gscheid mobil' (Munich – clever mobile) by "effizient mobil"

D2) Barriers

- Barrier 1:** Projects costs were seen as quite high

Overcome:

To optimize the project design and become more cost-effective

The case description was done by:

www.nationaler-radverkehrsplan.de/neuigkeiten/news.php?id=4402

www.scp-knowledge.eu/sites/default/files/knowledge/attachments/Bamberg%20et%20al%20multimodales%20Marketing%20f%C3%BCr%20M%C3%BCnchner%20Neub%C3%BCrger.pdf

www.effizient-mobil.de/fileadmin/user_upload/effizient_mobil/Download/Muenchen/2_Anlage_Praesentation_Schreiner-Hoesl.pdf

www.effizient-mobil.de/fileadmin/user_upload/effizient_mobil/Download/Wettbewerb/MobManagement_Muenchen.pdf

www.eltis.org/index.php?id=13&study_id=2189

Category 7:	Making people more aware of new infrastructure investments
Case 10: Green Mobility Zone	
Country:	Belgium
City:	Antwerp, Ghent, Leuven, Hasselt

A1) Objectives

- (I) Offering citizens an integrated and high quality alternative to a privately owned (personal) car by a customer-oriented and multimodal approach.

A2) Description of the CS

Target group

The Flemish public transport company De Lijn identified 21 boroughs in 4 major Flemish cities (Antwerp, Ghent, Leuven and Hasselt). Each of these boroughs has an extensive supply of sustainable transport modes. For reasons of convenience, De Lijn narrowed this target group to those inhabitants who live up to 250 metres away from the central point where all sustainable transport modes are situated. That amounted to approx. 16.000 addressees, which De Lijn rented from an address broker.

Partnerships & call to action

Together with the National Railway Company, the carsharing company Cambio, 2 bike sharing companies Velo and Blue-bike and the National bike renting service of 'fietspunten', a combined and exclusive fare was proposed to the inhabitants of the 21 boroughs by direct mailing (DM). The response time was only one month to create a sense of urgency.

Campaign elements

The DM consisted of a A3-sized map (recto), visualizing the street and neighbourhood of the addressee as well as the different sustainable modes at that location.

The verso contained the personalized tariff offers and a unique access code necessary to subscribe to the bike, railway, bus or carsharing offer on the campaign website www.groenemobizone.be. Season ticket holders received another call to action than non-clients. The result was more than 4000 different versions of the DM.



Figure 16: The front of the brochure / Source: campaign website

Due to the unique access code, the campaign website (as well as the DM) only showed what relevant was for each person: only the transport modes that are available in the borough and only the tariffs that apply to this person (season ticket holder or not).

Furthermore, the prefilled coordinates of the respondent were asked to be completed by an email address (mandatory) and an opt-in (voluntary).

The DM was posted in a C5 envelope. The map, indicating the address, was visible through a big window, which resulted in stopping power and aroused curiosity; ‘what’s in it for me’?

B) Costs and who paid them

The total cost amounted to € 80.000, all paid by De Lijn.

The same campaign was launched again (copy & improve) during the next year and will be extended to other Flemish cities in the near future.

C) Project objectives, indicators, data and impact/results

Objective	Indicator	Data used	Impact/results
(I) Creating awareness >5% response	<ul style="list-style-type: none"> Response rate 	<ul style="list-style-type: none"> Output campaign website 	<ul style="list-style-type: none"> 9,8% ! (1.565/16.000)
(II) Cross-selling other sustainable products	<ul style="list-style-type: none"> Amount of people that were interested in other modes beside De Lijn 	<ul style="list-style-type: none"> Registrations via campaign website 	<ul style="list-style-type: none"> De Lijn: 1.362 (87%)
(III) >20% retention (CRM database)	<ul style="list-style-type: none"> Amount of opt-ins 	<ul style="list-style-type: none"> Clicks on opt-in button campaign website 	<ul style="list-style-type: none"> Cambio: 291 (18,6%) NMBS: 200 (12,8%)
(IV) Creating Image of solution provider	<ul style="list-style-type: none"> Level of buzz created 	<ul style="list-style-type: none"> Coverage on social media, Flemish Parliament, newspapers, marketing magazine, etc. 	<ul style="list-style-type: none"> Blue-bike: 97 (6,2%) 36% opt-in More customer-oriented image

This one-month campaign was not ‘own’-product oriented, but seen from the customer’s perspective and thus other complementary mobility solutions were presented. This approach was very much appreciated by the target group, proved by a redemption ratio of 10%. Moreover 36% of them marked the opt-in square for more information in the future.

D) Implementation process

D2) Barriers

The main challenges were:

Barrier 1 – Finding and keeping the constant balance between being innovative (multimodal & customer-oriented) and cost-efficiency

Overcome:

To continuously focus on the client/business aspects as well as the financial aspects.

Barrier 2 – For client (De Lijn) and agency (Famous) to agree on the project scope, which resulted in some time-issues.

Overcome:

This was overcome by more frequent meetings.

D3) Drivers

Driver 1 – The unexplored field of multimodal campaigns “Thinking-out-of-the-company-box”

Driver 2 – The right context – Internally as well as externally. De Lijn tried similar campaigns years ago but management didn’t consider this as a priority nor as an added value to our core business (bus and tram). Also, policy change in local and Flemish government made it realistic. Third, general trends as the ‘sharing economy’, the urge to greener cities, the threat of congestion, made this idea become true.

Category 8:	Cycle school for people from an immigration background
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Case 11: Cycling training for people newly arrived in a country and/or from an ethnic minority

Country:	Belgium
City:	Leuven and others

A1) Objectives

The CS deals with training sessions implemented in Flanders and targeted at people newly arrived to live there from another country, or from an ethnic minority background, about cycling. These sessions aimed to help people who wanted to cycle to do so; to raise awareness amongst those who had not considered cycling; and to overcome language barriers to cycling. The overall objective was to bring about a change from car use to cycling in the target group to reduce energy use.

A2) Description of the CS

The training relating to sustainable transport for people from an immigration and ethnic minority background was carried out in five countries under the auspices of the Together on the Move EU project (funded by EACI under the IEE STEER programme) from 2010 to 2013. The countries were Austria, Belgium, Norway, Sweden and the UK. One part of the programme of training materials and events related to cycling (one of five topics covered). The project developed training materials, trained trainers to use them, and then finally used the trained trainers and material to run training events for the target group.

In Flanders, the partner delivered 26 training sessions, of which 20 were cycling lessons, four were talks about cycling, and two were related to other training topics. The cycling talking sessions lasted 2-3 hours. The cycling lessons were all (bar one short session of 3 hours) composed of 6 sessions of 2 hours per session, so 12 hours of training in all. The average attendance at the sessions was 17, with up to 90 participants at one of the short introductory session events. If the very high attendance at three events was excluded, then participation at a more typical 12 hour cycling training programme was 11 people. These people were in the main recruited via language schools for people from an immigration background (see “barriers”, below).

The materials used were those that had been produced by the project partners previously, and there was one main trainer who had been trained in using these materials, also by the project partners. In Flanders, 113 trainers received a train-the-trainer session. In the whole project, 186 trainers were trained to use the materials. These materials are available in various languages, including Swedish, at www.together-eu.org/index.php?id=98&lang=sv.

The training consists of lectures and exercises on:

- Benefits of cycling
- The safely equipped bicycle
- Useful gear when going for a ride (clothing, transport, bicycle helmet)
- Bicycle maintenance and repair
- Basic traffic rules for cyclists and safety issues

- Bicycle theft
- Short information on E-bikes
- How to organise bicycle activities and training courses?

It also includes three training sessions with practical on-bike exercises:

- Bicycle training for beginners (in protected area)
- Bicycle training in real traffic
- Bicycle routes in your city

B) Costs and who paid them

The entire budget of the Together on the Move project was €1,2 million. The training sessions in six countries were the largest single activity in the project, but it delivered many other smaller activities also. The training events were intended to reach out to around 3,000 people but in the event around 1200 were trained, due to difficulties in recruiting people.

If we make the assumption that around half the project budget was spent on developing and delivering training material, then this equates to a cost of around € 500 per person trained. However, much of this cost was in developing training material that is now freely available for others to use and therefore costs for future training events that used this material, if we assume that 80% of the costs were in developing material, could be as low as €100 per trainee. The training material recommends that for on-road cycle training, the trainer to trainee ratio should not exceed 1:8, but higher for the theoretical parts, and practical elements done in a protected environment (e.g. school playground).

Some 75% of the project budget was funded by the EU, and the rest by project partners.

C) Project objectives, indicators, data and impact/results

Objective	Indicator	Data used	Impact/results
(I) Increase sustainable transport use amongst people from an immigration background	Travel to language school by different modes	Survey before and after training	Percentage of trips by bike doubled from 6% to 13%. Non-significant decrease in car use

D) Implementation process

D1) Stages

- Stage 1:** Design of materials. This was to have been completed by month 15 of the project, March 2012, but was delayed by four months. This delayed Stages 2 and 3. All partners involved.
- Stage 2:** Training Trainers. Carried out in parallel with the actual training events. All partners involved.
- Stage 3:** Recruiting Trainees. This was carried out in parallel with the training delivery.
- Stage 4:** Delivering Training. Carried out in Months 19-36 of project (August 2012 to December 2013). All partners delivered training.

D2) Barriers

- Barrier 1 –** A major barrier was faced in recruiting people to the training sessions. The route chosen was via language schools for people from an ethnic minority background, umbrella organisations, immigrants associations and local authorities, but it was very difficult to convince teachers at these schools and representatives at the other organisations to pass on messages about cycling training sessions or to use the training materials and run such sessions themselves. In addition, and very importantly, the target group is often faced with all sorts of problems such as unemployment and poor housing which are of course deemed more important than learning how to cycle.
- Barrier 2 –** Sometimes the trainers wanted payment (in Norway), which had not been budgeted for in the project.
- Barrier 3 –** High staff turnover in some of the schools made it difficult to establish reliable contacts (again, in Norway).
- Barrier 4 –** It was also a “problem” from the point of view of the project objectives that very few people in the target group actually travelled by car, so there was little mode shift potential.

D3) Drivers

- Driver 1 –** Well designed and thought out training materials.
- Driver 2 –** Where helpful teachers were found, they were obviously key to successful delivery of the training materials and events.

The case description was done by:

This CS is based on the following two deliverables from Together on the Move (available at www.together-eu.org/index.php?id=98&lang=sv), and from training course participant records supplied by Lies Lambert and Jan Christiaens at Mobiel21, to whom the author is very grateful for their assistance.

Category 8:	Cycle school for people from an immigration background
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Case 12: Independent Mobility – But Safe! Experience Integration by Cycling

Country:	Germany
City:	Hamburg

A1) Objectives

- (I) The project aim was to teach female migrants how to ride a bicycle. The special aspect of this project is its target group oriented approach, focusing a specific group of migrant women: citizens with less cycling experiences.
- (II) Develop some knowledge about safe cycling in everyday traffic. This should contribute to the reduction of the lack of access to mobility that many (female) migrants are faced with.
- (III) Through that, course members are enabled to participate in everyday traffic, in a safe and self-confident way and thereby contribute to the process of social integration.

A2) Description of the CS

Cycling is not equally established in every culture area. However, in our society, spatial mobility is a basic requirement for participating in the crucial spheres of labour and knowledge. Thereby it contributes to the process of social integration. Especially **multicultural cities** have to deal with the question, how a socially integrative access to mobility can be successfully provided, with a particular focus on ecological issues.



Figure 17: Cycling in a protected area (Copyright: H. Bunte)

The “women-cycling-mentors” and the “cycle coach training for migrants” were two additional elements of the project. On the one hand, mentorships should strengthen the relationships between women from the majority society and women with a migrant background. On the other hand, the cycle coach training provided a perspective for women, who were interested in the project.

The project was called “Independent Mobility – But Safe! Experience Integration by Cycling” (originally: “Unabhängige Mobilität – aber sicher? Integration er-fahren”) and was funded within

the frame of Germany's National Cycle Plan, from June 6th 2011 until February 2nd 2012. The project was implemented by the migrant association "Turkish Community of the Hamburg Region", supported by numerous coaches and NGO's, which gave their honorary support.

The following activities were undertaken:

- Cycle Trainings:

The concept was tested in two cycle trainings. All in all, 35 women from nine different nations participated. Both trainings had 12-20 participants and 30 course hours (two weeks, 5 days with 3 hours of theory and 3 hours of practice). In addition a training brochure was developed, showing pictures of 15 situations in everyday traffic. It was written in a language which is suitable for the target group.

Picture based teaching material was used to avoid language barriers. Furthermore, a 'traffic board' helped to reconstruct the situations, shown in the brochure. Additionally, practical aspects of everyday cycling were trained: the right bicycle illumination, pumping and repairing tires as well as safe closure.

At the beginning of the courses, the participants trained with a (non-electrical) scooter for adults, followed by some exercises with a training bicycle cycling units through normal traffic. Hereby the participants were divided into very small groups of 5 or 6 women, in order that they could cycle in normal traffic, at first in calm areas.



Figure 18: Practicing on a (non-electrical) scooter for adults (Copyright: H. Bunte)

- Cycling Mentorships:

Various institutions from the migration context and one cycling-related organization took part in the project module "cycling mentorships". People were addressed directly via mailing lists and personally during events.

- Providing Information:

A consultative brochure for the "implementation of cycle trainings for women from various cultural backgrounds" was developed. It was to support and motivate potential coaches, to take up the concept and implemented it further trainings all over the country. An expert exchange with another cycle school from the German Cyclists Association (ADFC) allowed the sharing of experiences about the approaches, content and sustainability of cycle trainings.



Figure 19: Learning materials for cycling courses (Copyright: H. Bunte)

B) Costs and where the money came from

The project was supported by cycling promotion funds within the scheme of National Cycling Plan (NRVP - federal fund): From this source 24,599 Euro were available.

Furthermore, the project benefited from donations in kind from the AIW jobless initiative Hamburg-Wilhelmsburg and the Hamburg public cleansing service, as well as by voluntary work (making donated bicycles ready).

A part of the funds in use were spent for the conception and realization of the brochures. Further costs that had to be taken into account:

- Fees for the people involved in the cycling trainings, as well as in the documentation and public relations work
- Printing costs for the brochures
- Renting costs for (additional) bicycles and scooters.
- Repair and maintenance costs

C) Project objectives, indicators, data and impact/results

Objective	Indicator	Data used	Impact/results
(I) Teaching female migrants how to ride a bicycle. (II) Develop some knowledge about safe cycling in everyday traffic. (III) Course members are enabled to participate in everyday traffic, in a safe and self-confident way and thereby it contributes to the process of social integration.	Successfully riding a bicycle	The evaluation was implemented by the association “Turkish Community of the Hamburg Region”. Within the cycling trainings, questionnaires, based on short question and answer schemata for avoiding language barriers, were handed out to the participants – at the beginning of the training, just after the training and eight weeks after its termination.	The results of the project are used since 2012 at many opportunities, including the following: <ul style="list-style-type: none"> • The Guggenheim LAB in Berlin aimed to offer cycling trainings for migrants, in cooperation with the ADFC Berlin. The brochure was in use. (www.bmwguggenheimlab.org/wh-at-is-the-lab/lab-learnings/berlin-lab-learnings) • Cycling schools in Berlin, Bremen, Bielefeld, Cologne, Rodgau and Norderstedt near Hamburg use copies of consultative brochure for cycle coaches • The cycling school in Bonn

Objective	Indicator	Data used	Impact/results
			plans to implement the concept of 'Woman Bicycle Mentorships'. <ul style="list-style-type: none"> • Women associations and women-related organizations have focussed the topic and offer a training (April 2012), corresponding to the described concept.

The idea of supporting women with a migration background is highly topical. The existing concept contains approaches which can serve as future standards: a target group, only rarely addressed until now, was motivated to cycle. The lessons provided theoretical and practical cycling knowledge as well as access to independent mobility through the cycling skills learned.

The project is located within the context of local mobility and questions of cycling safety. Furthermore, it could deliver a crucial contribution to the social integration of the participating women.

Women were motivated to cycle – an ability which is socialized quasi naturally, in some North West European cultures. Cycling does not only imply movement from A to B but as well a significant increase in autonomy, especially for the target group of the project. That again gives impulses for the integration process.

Moreover, migrants benefit from safe and self-confident traffic behaviour as well as from the healthy form of being active. In addition they can serve as a role model, having a positive impact on the mobility behaviour of their children. Through the women’s mentorships and the training of coaches, which could forward their knowledge, the project provides good base for a long-term continuation. The distribution of teaching material should contribute to spread the idea and to foster its reproduction (e.g. within the actual cycling campaign from the Germany’s Turkish Community Association).

D) Implementation process

D1) Stages

The CS was implemented, as follows, in the following stages:

- Stage 1:** Developing a consultative brochure for the “implementation of cycle trainings for women from various cultural backgrounds”: Issue I works with a mixture of graphic illustration and photographs, which show traffic rules as well as everyday situations related to cycling: Learning (professional cycling) language, seeing right and wrong behaviour in different traffic situations, as well as open spaces for the participants’ own notes. 250 copies were printed.
- Stage 2:** Developing a consultative brochure for cycle coaches (Issue II). It shows lessons for the training scooter as well as for the training bicycle. It includes advice, how to plan a cycling training, which requirements are necessary and how the implementation becomes a success. 20 copies were printed from this issue.

D2) Barriers

Barrier 1 – Most participants in the project had no bicycle available.

Overcome:

Through the cooperation with different actors, 10 scooters and 10 trainings bicycles were made available. For providing a specific training bicycle to all of the participants, we organized additional bicycles, deciding for used mini or folding bicycles from the 1970ies. The Hamburg public cleansing service had collected those bicycles, which were afterwards refurbished up by a jobless initiative. In their bicycle repair shop, the bicycles were made ready for use within 60 hours of cost free work. Furthermore the initiative provided maintenance work in between the courses.

Barrier 2 – Various institutions from the migration context and one cycling-related organization took part in the project module “cycling mentorships”. Although people were addressed directly via mailing lists and personally during events, that part of the project could not be realized successfully. German women were found, being interested in contribution, but no one with a migration background.

Overcome:

Nevertheless, most part of the project conception worked well. The project got very positive reactions to the “traffic lessons” as well as the other aspects of everyday life related cycling knowledge. Thereby the project not only aims to create traffic knowledge, but as well to implement a professional language. One migrant background cycle coach was successfully trained, but that has to be seen as an exception. For implementing the idea of cycle mentorships successfully, it needs a longer planning process in advance.

The case description was done by:

The description was based on the (translated) report on: "Unabhängige Mobilität – aber sicher? Integration er-fahren. www.nationaler-radverkehrsplan.de/praxisbeispiele/anzeige.phtml?id=2191#2

Sustainability of cycling courses for migrant women by H. Bunte, 21107 Hamburg, Germany; e-mail: bunteradfahrschule@gmx.de

Unpublished paper: Proceedings, Active Mobility - Public Space, Livability, Diversity; 27-29 November 2013, Tutzing, Germany and ICSC-Helmond, NL; 20-21 November 2013

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Category 9:	Promotion of active transport with health arguments
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Case 13: Transfer of Physical Activity into Everyday's Routine

Country:	Austria
City:	Graz

A1) Objectives

The "Activity Programme" took 12 weeks and had the following objectives and targets.

- (I) The participants should become aware of their mobility habits, learn to understand their effects and identify an active opportunity for change.
- (II) The participants should be encouraged to integrate more physical activity into everyday mobility, i.e. to increasingly walk or ride a bicycle instead of choosing motorised means of transport and to document this behaviour.
- (III) The participants should learn about and experience and understand the physical and psychological advantages and benefits of regular movement (above all "non-sportive" movement).

A2) Description of the CS

Austrians can undergo a preventive medicine check up every year. The diagnosis will often be "lack of exercise". Therefore, the idea of "incorporation of **physical activities into everyday routines**" has been developed within the EU-funded project GOAL (within the LIFE programme). Instead of taking the car, the bicycle will be chosen, or everyday journeys will be accomplished by walking. The programme developed not only helps to improve fitness and health but also to save the environment.

Persons (clients of the Merkur Insurance Company in Graz which was a partner in the project) that had undergone a health check and where a "lack of movement" was diagnosed were selected for the programme. An individualised movement/exercise programme for everyday life was developed for them. The aim was to motivate them to change their means of transport, i.e. to start to walk or ride a bicycle for short distances rather than taking the car/motorcycle.



Figure 20: Source: Robert Pressl

All clients of Merkur that had undergone the health check in 2001, i.e. about 500 persons, were invited to participate in this programme.

130 persons started the "Activity Programme" and about 100 persons actually finished it. Participation was voluntary. These 100 persons were subdivided into three groups. The individual units were started and carried out in 1 week intervals. To get instructions on processing and evaluating their own results during the self-observation phase, these groups were subdivided into small groups with no more than 6 persons. These were coached by mobility and health advisers from Austrian Mobility Research FGM-AMOR and the Zentrum für Gesundheitsförderung ZfG. Fitness checks and interviewing at the start and end of the "Activity Programme" made it possible to measure the increase in fitness and to motivate people to change their behaviour on a long-term basis. Therefore, it was necessary to run the programme at least 12 weeks.

Already at the kick-off meeting, the participants were given a Mobility/Health Diary developed specifically for this purpose. On the one hand, it enabled them to define their personal objectives and targets for the first six weeks of the programme. On the other hand, it provided space for them to record the extent to which they had achieved their personal objectives and targets every day and how they felt about it. This facilitated qualitative and quantitative evaluation.

As for the definition of personal objectives and targets, the following applied: Each participant sets his / her own objectives and targets as to what distances covered by car he / she can or would like to shift and as to how he / she can transfer more physical activity into everyday life. It was explained that 30 minutes of physical activity a day would be optimal.

It was very important to show to the participants their personal benefit (to lose body fat, become fitter etc.) if they were to carry out the programme for at least 12 weeks.

B) Costs and who paid them

The cost-benefit analysis of the 12 week programme approach (intensive coaching of participants) has shown that approx. € 150 was invested in each participant. This analysis comprises design, implementation and evaluation costs (including all personnel costs) and material costs for walking tests and body fat measurements. However, they did not include the catering costs during the meetings (which could be organised at the users' discretion). This is to be compared to a mean value of one day of an employee's absence from work through illness. At an average salary of € 2000, - a month, a sick person costs approx. € 161 a day (incl. incidental wage costs but without treatment costs – but this does not include the training and working costs for a person doing the work instead of the sick person). This makes it quite obvious that the programme costs would already be amortised if the increased physical activity would result in one less day lost through sickness per participant.

C) Project objectives, indicators, data and impact/results

Objective	Indicator	Data used	Impact/results
(I) To encouraged people to be more physical active	<ul style="list-style-type: none"> • Fitness values • Body fat values • Well-being index • Self – assessed of physical shape 	Before – after measurements	<p>75% of the participants measurably improved their fitness values within the 12 weeks of the project period.</p> <p>Body fat values among 73% of the participants were more favourable after the 12 week programme.</p> <p>After one year 56% of the same persons could maintain or even improve their body fat values</p>
(II) To encouraged people to integrate more physical activity into everyday mobility	<ul style="list-style-type: none"> • Kilometres done in active modes • Shifted kilometres from car to walking / cycling 	Filling in mobility diaries	<p>Throughout the 12 weeks the participants covered more than 40,000 km in a non-motorised way.</p> <p>More than one third (36.2%) of this mileage is a direct shift from the car to walking or riding the bicycle.</p>

There were there no major changes in framework conditions (e.g. local economy, politics) during the implementation period.

D) Implementation process

D1) Stages

The CS was implemented, as follows, in the following stages (Figure 21):

- Stage 1:** Kick off meeting with participants – They were taught about the connection of fitness, transport behaviour and impacts. They received first instructions and set their own objectives.
- Stage 2:** The Lectures and Presentations and the Mobility/Fitness Circles –participants were offered several evenings of lectures and presentations, which dealt with fitness, health and mobility aspects.
- Stage 3:** **The Mid-Term Meeting** – The first progress control was carried out after 6 weeks. Utmost importance was attached to motivating the participants again
- Stage 4:** **The Final Meeting** – At the final meeting, the results of the 12 weeks' "activity phase" were communicated to the participants.

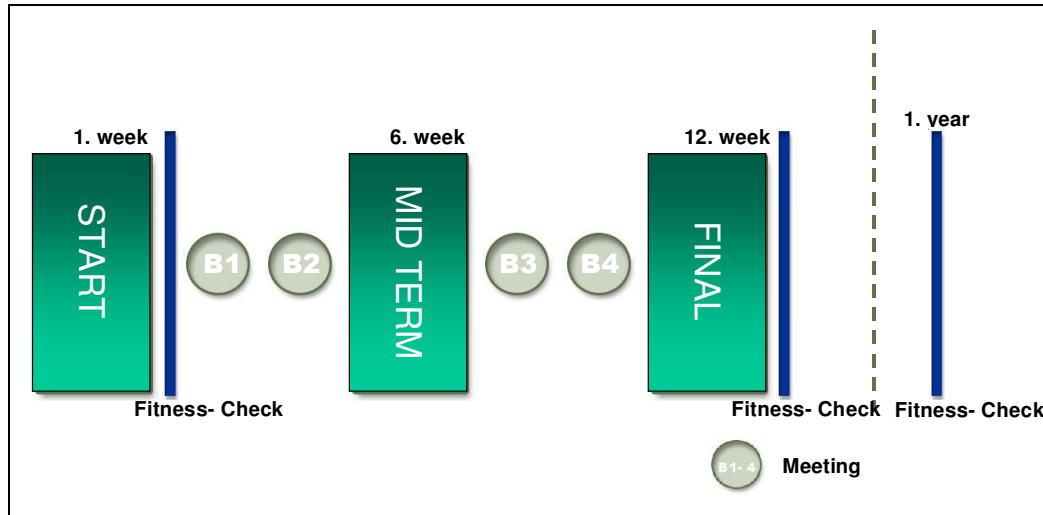


Figure 21: The stages of implementation / Source: Robert Pressl

The Fitness Checks

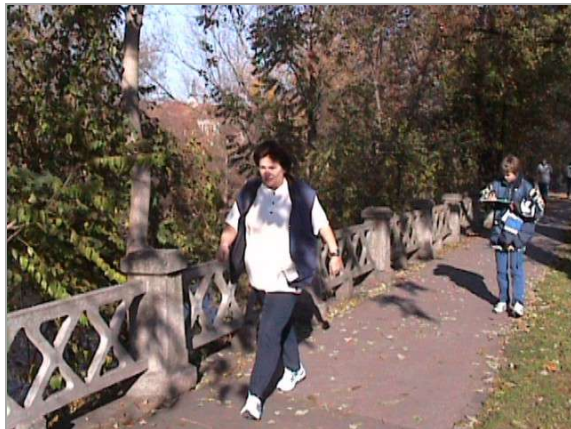


Figure 22: Fitness check for the before-after measurement of fitness values / Source: Robert Pressl

In order to find out whether the programme had yielded measurable results and in order to offer personalised consultancy relating to fitness (intensity, optimal pulse frequency, etc.), a classifying walking test (the UKK walking test developed in Finland enables the simultaneous measurement of a big number of participants) was carried out already within the first project week. After 12 weeks, this walking test was repeated in order to measure the changes (see Figure 22).

D2) Barriers

Barrier 1 – There was internal resistance within the health insurance company (two departments involved didn't co-operate).

Overcome:

Due to internal animosities the project hasn't been continued even when it was proven as successful and cost efficient. Unfortunately the person who was the driving force behind the programme was retired soon after the pilot implementation. But the approach was transferred to other institutions / cities which carried out the campaign.

Barrier 2 – There was a risk of lack of motivation of several participants during the 12 weeks period.

Overcome:

Several encouraging activities like the lectures, presentations and fitness circles were implemented. Also a hotline for questions was offered. The exchange of experience activities among the participants turned out to be helpful (e.g. they stated how they encouraged themselves to continue).

D3) Drivers

- Driver 1** – It was very important that the health insurance company acted as a partner. They provided the participants based upon their health checks. Otherwise it would be probably quite difficult to get the right persons for the campaign – a more open appeal for participants might get those who are already physically active or who already now cycle / walk.
- Driver 2** – The approach was very well designed. The driving force for the participants was not primarily environmental concerns, which seems to be too weak when one wants to establish a permanent change of (mobility) behaviour. Therefore the approach was to prove the personal benefit (become fitter, less body fat, etc.) and at the same time do something good for the environment without more time consumption was a success factor.
- Driver 3** – The co-operation with MD was important since people believe more the advice of doctors than the one of mobility experts.

The case description was done by:

The GOAL project (LIFE programme).
Website no longer live.

Category 9:	Promotion of active transport with health arguments
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Case 14: Pedelects as a part of sustainable mobility for senior citizens

Country:	Austria
City:	Graz

A1) Objectives

- (I) Walking, cycling and also cycling with pedelecs could contribute to increase people’s quality of life as individual well-being is increased by “active mobility”.
- (II) Short car trips should be replaced by cycling trips (and by pedelec trips in the hilly outskirts of the city)
- (III) To reduce scepticism about e-mobility and to encourage people to be more active even in senior age.
- (IV) To prevent elderly people from social isolation

A2) Description of the CS

Graz is seen as the cycling capital of Austria. The general share of bicycle use has been steadily increasing to about 16% of the modal split in 2010 (but small decrease in 2014) due to many infrastructure and mobility management measures. At the same time the use of bicycles for certain daily trips such as for shopping or for leisure time is decreasing among the target group of middle-aged or senior citizens living on the outskirts of the city.

Therefore a pilot project (within Active Access in the scope of the STEER programme) has been implemented with the aim to encourage young seniors and seniors to use more active modes of transport instead of the car. Pedelects – pedal electric cycles similar to e-bikes are seen as appropriate to convince the target group for this objective.



Figure 23: Source: Robert Pressl

The target group was middle aged and senior citizens of both genders (20 people - 14 men, 6 women, 45 and 70 years). A focus was made on people that rarely use bicycles for their daily trips since it was a goal to shift car drivers to active modes of transport. In this context the re-entry of people to physical activity - people who usually aren’t physical active at all - was a side-goal. At a start-up meeting participants were briefed about the goals and aims of the pedelec testing action and instructed about the use of pedelecs.

The Pedelec-test took place in Andritz, one borough in the North-Eastern part of Graz. The North of Andritz is characterized by urban sprawl similar to suburban regions. Andritz is the

largest borough of Graz. The density of population is about 1000 inhabitants per square kilometre (compared to approx. 3000 inhabitants / km² in the overall city of Graz). With the additional power from the electric drive system those testing the pedelecs were well prepared for requirements of local hilly topography. The centre of Andritz is well supplied with public transport. Though because of urban sprawl and the large dimensions public transport cannot cover the whole area. Therefore Pedelecs could be a quite good alternative. In general the area of Andritz shows a mix use of functions (housing, work, education, supply, leisure time). That makes it possible to drive less without losing the possibility to meet the daily needs.

Pedelecs were made available to each participant in the borough of Andritz. During the test-weeks participants had support (mobile phone hotline, regular meetings) to address potential problems regarding the handling, the technical aspects and maintenance of the pedelecs and their personal motivation. Participants had to regularly complete mobility diaries to monitor the action and to evaluate the results after the end of the test phase.

B) Costs and who paid them

The pedelec test campaign was carried out within an EU-project. Therefore the costs for the city of Graz were quite low and people didn't have to pay for the test phase. Also the co-operation with the local energy provider who provided also the test pedelecs for free made the action a low cost activity.

In general one can estimate that the main costs are working hours: (setting up the programme, promotion of programme, selection of participants, kick-off meeting, coaching during the test phase (ca. 1 hours / person in average), final meeting, evaluation (interview and analysis of mobility diary), reporting.

Besides the quite high costs of purchasing a pedelec, this means of transport could contribute to a solution for several problems. It is cheap in maintenance, it contributes to reduce the negative impacts of car transport – from congestion to air pollution, it increases the activity space of people who don't have the opportunity to use a car and it is a good opportunity to regain fitness if one is generally lacking in physical activity.

C) Project objectives, indicators, data and impact/results

Objective	Indicator	Data used	Impact/results
(I) Replacement of short car trips by pedelec trips	Cycled kilometres	Mobility diaries which were filled in by participants based upon km-counters on the bikes	20 participants cycled about 1500 km (each person had the bike for one week). Ca. half of the km were shifted from car to bike on journeys that would otherwise have been driven by car
(II) Walking, cycling and also cycling with pedelecs could contribute to increase people's quality of life as individual wellbeing is increased by "active mobility".	Cycled kilometres and measured time	Mobility diaries which were filled in by participants based upon km-counters on the bikes compared with average trip lengths of citizens of Graz	On an average one tester cycled 73 km with an average speed of 23 km/h. On average one tester covered 12 trips a week by pedelec. That means that the testers did 46% of their trips by pedelec. Half of the trips which were done by pedelec instead of a car were shorter than 6 km, a distance which

Objective	Indicator	Data used	Impact/results
			is ideally suited to pedelecs.
(III) To reduce scepticism about e-mobility and to encourage people to be more active even in senior age.	Degree of satisfaction and reaction of friends / families	Interviews with participants	Most of the doubts and scepticisms were gone. Participants were well received by their family and friends. In general pedelecs have a good image. Nevertheless, people in the target group often argued that they were fit enough for a conventional bicycle without needing additional power.
(IV) To prevent elderly people from social isolation			This approach failed since it was impossible to get in contact and encourage those people who are already isolated.

There were no major changes in framework conditions (e.g. local economy, politics) during the implementation period that may have affected the impacts of the CS.

D) Implementation process

D1) Stages

The CS was implemented, as follows, in the following stages:

- Stage 1:** Preparation of the action: Select area, establish co-operations (e.g. with the local energy provider), confirm political support (of the borough), develop the materials to hand out and define the target group.
- Stage 2:** Kick off meeting: participants were briefed about the goals and aims of the pedelec testing action and instructed about the use of pedelecs and how to fill in the mobility diaries.
- Stage 3:** Final Meeting: After 4 weeks of testing there was another meeting where results were discussed and participants were interviewed about their experiences. Finally results were published in the media.

D2) Barriers

Barrier 1 – Senior citizens were at first very sceptical, both regarding e-mobility as such and also regarding the need of electric support (as they do not want to be treated as senior citizens e.g. not to able to ride a conventional bicycle).

Overcome:

The offer of a testing phase without costs and the reaction of families and friends.

Barrier 2 – To get in contact with and select appropriate senior citizens

Overcome:

The co-operation with senior associations in the borough of Andritz was very important.

Barrier 3 – To get those senior citizens on board who were socially isolated

Overcome:

This barrier was not overcome.

D3) Drivers

Driver 1 – A co-operation with the local energy provider Energie Steiermark enabled the organisers to provide these test-pedelecs for free.

Driver 2 – Testers are perfect ambassadors for this modes of transport. Pedelecs are advisable for people with limited mobility who take much pleasure in activity and independence. They encourage people to go to leisure bike trips in groups with other cyclists because they don't run the risk of slowing down the rest of the group because of poorer physical condition.

The case description was prepared by:

FGM AMOR Robert Pressl, pressl@fgm.at

The case description was based on:

Read more detailed description of case study at:

http://eltis.org/docs/studies/Aktive_Access_Pedelec_Test.pdf

See video clip on the test phase at http://eltis.org/index.php?ID1=7&id=61&video_id=2



Co-funded by the Intelligent Energy Europe
Programme of the European Union

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