

# Mobility Management

## User Manual



## Table of Contents

<b>Introduction.....</b>	<b>4</b>
<b>1 Where do we want to go in Transport? .....</b>	<b>6</b>
<b>2 Strategies for a »better« Mobility .....</b>	<b>9</b>
<b>3 Mobility Management .....</b>	<b>14</b>
3.1 Definition.....	15
3.2 Objectives.....	17
3.3 Principal Features .....	19
3.4 Scale: Urban/Regional and Site Level .....	21
<b>4 Mobility Services .....</b>	<b>23</b>
4.1 Aims.....	24
4.2 Types of Services.....	27
4.3 Target Groups .....	37
4.4 Trip Purposes.....	40
<b>5 Organisation of Mobility Management.....</b>	<b>43</b>
5.1 Overview .....	44
5.2 Partners in Mobility Management.....	46
<i>System Initiation / Co-ordination</i> .....	46
<i>Urban/Regional Level</i> .....	47
<i>Site Level</i> .....	48

<b>5</b>	<b>Organisation of Mobility Management</b> <i>(continued)</i>	
5.3	Instruments for Mobility Management .....	51
	<i>Mobility Manager</i> .....	51
	<i>Mobility Centre / Mobility Office</i> .....	52
	<i>Mobility Consultant / Mobility Co-ordinator</i> .....	53
	<i>Mobility Plan</i> .....	55
5.4	Freight Transport.....	68
<b>6</b>	<b>Basic Conditions for Success</b> .....	72
6.1	Issues to Address .....	73
6.2	Creating Alliances .....	75
6.3	Qualified Personnel.....	78
6.4	Sound Financing.....	81
6.5	Effective Marketing .....	85
<b>7</b>	<b>How to introduce Mobility Management</b> .....	89
7.1	Overview .....	90
7.2	Stage I: Exploration.....	92
7.3	Stage II: Formation.....	95
7.4	Stage III: Operation .....	98
7.5	Stage IV: Evaluation .....	102
	<b>Glossary</b> .....	105
	<b>Photo Index</b> .....	107

## Introduction

Welcome to the User Manual for **Mobility Management** - a fairly new, demand orientated approach to transport policy and planning, which aims to maintain mobility while supporting a more sustainable transport.

The User Manual was conceived by the two European Union funded research projects MOMENTUM and MOSAIC to help you understand the objectives and main elements of Mobility Management and how to implement Mobility Management schemes. It will also help to convince decision makers and interested parties of the benefits of actively managing mobility. For that reason it consists of a number of graphs, illustrating photos and a brief explanatory text.

The manual, covering the **aspects** of Why? (Ch. 1-2), What? (Ch. 3-4) and How? (Ch. 5-7), guides you through Mobility Management in a logical way. A larger part is devoted to how one may actually implement Mobility Management, and what issues you will have to consider.

The general **structure** is as follows: For each topic there will be one to three pages of text. There will be an illustration with some explanatory graphic (black & white) and, where applicable, illustrations of practical example(s) from somewhere in Europe (colour). All illustrations can be used for giving presentations. For practical reasons pages are both numbered with reference to the chapter and in running order.

**Reference** is made to the following documents:

- *State-of-the-Art Report on Mobility Management* (MOMENTUM / MOSAIC 1<sup>st</sup> Deliverable 1996)
- *Mobility Management Concepts* (Mosaic 2<sup>nd</sup> Deliverable 1997)
- *Blueprint for Mobility Centres* (MOMENTUM 2<sup>nd</sup> Deliverable 1998)
- *Common Concept on Mobility Management* (MOMENTUM / MOSAIC 1998)
- *State-of-the-Art Report Update* (MOMENTUM 1998)
- *List of Demonstrations* (MOMENTUM / MOSAIC 1999)

Although all subjects in connection with Mobility Management are covered, this manual cannot answer every possible question, especially considering the various possibilities for Mobility Management in different European countries. Therefore **reference** is made to other parts of the MOMENTUM/MOSAIC dissemination package, for example the Common Concept on Mobility Management. Especially helpful may be the 'Blueprint for Mobility Centres' from MOMENTUM and 'Mobility Management Concepts' from MOSAIC. Both are also available on this CD-ROM.

One final note before starting: There are **many possible ways** to implement Mobility Management. This document presents a few possibilities, but it is by no means necessary to include each element in your Mobility Management scheme. Depending on local conditions, such as interested and committed partners, amount of financing, limited project or permanent institution, etc. you can start at different points or reach different levels. From our project experience it emerged that it is most suitable to choose a **step-by-step approach**, which is to build gradually on the existing services and ideas.

Rijswijk / Aachen, January 1999

The MOMENTUM and MOSAIC Partners

# Where do we want to go in Transport ?



## 1 Where do we want to go in Transport?

Most lectures or texts on general transport issues start with an enumeration of problems transport experts must overcome. The list runs from congestion to casualties to air pollution, etc. As an alternative, why not start with a **vision** - a clear view of where we want to go in transport in the future? Although each person may have a different answer, a **higher quality of life** and **maintaining existing mobility needs** will generally be agreed upon.

Don't you agree that our mobility could be organised more efficiently? That economic growth is not inherently dependent on traffic growth?

Wouldn't you like to have a city where access to places is provided more equally regardless of whether one owns a private car? Where streets are safe enough again to let your children enjoy their games right in front of the house? Where cities have fresher air, more green and less road space? Where rush hour hassle is just a memory of your parents?

More co-operation among all modes is needed to decrease the barriers for more intelligent transport. A convenient and dependable transport system which is simple to use must be the ultimate aim. You might think this is too ambitious, but applied in a logical step-by-step manner, **Mobility Management** (MM) can make a considerable contribution.







# Strategies

# for a 'better' Mobility



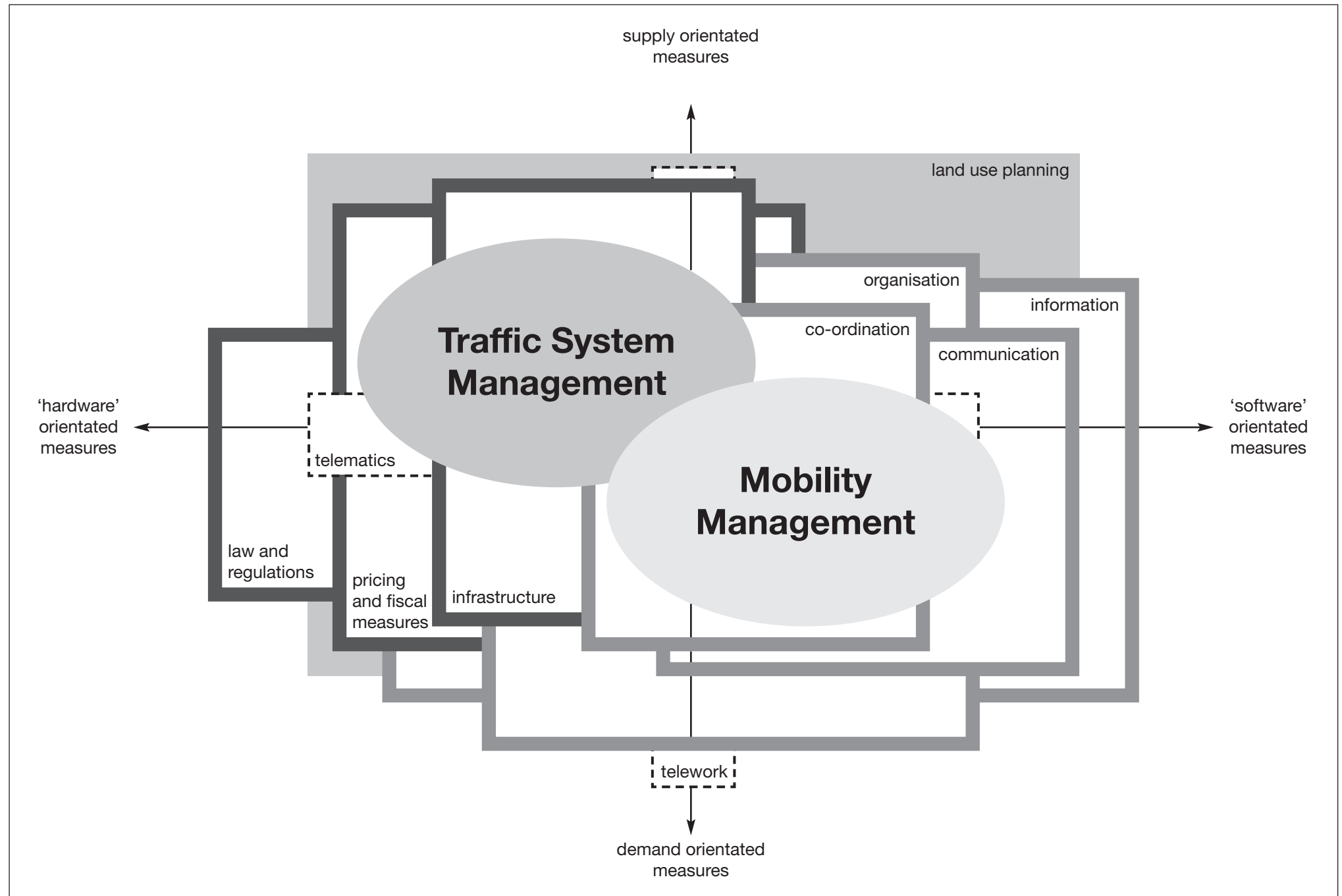
## 2 Strategies for a 'better' Mobility

To reach the described goals and reduce the current problems in transport we can follow quite different approaches. **Mobility Management** is at present very promising.

Its essence can be grasped best by showing its place within two distinct dimensions of transport planning. Each dimension has to be understood as a continuum between two opposite poles. Moreover, the figure shows the relation between Mobility Management and Traffic System Management.

The first dimension is supply and demand. Mobility Management tries to influence pre-trip mode choice. Individual mobility needs, also known as the **demand for travel**, is at the centre of attention for all measures. This results in services for target groups (cf. 4.3) or certain trip purposes (cf. 4.4). Ideally, action is taken before traffic originates. Mobility Management is differentiated from Traffic System Management in that TSM mainly tries to optimise road capacity by influencing traffic flows.

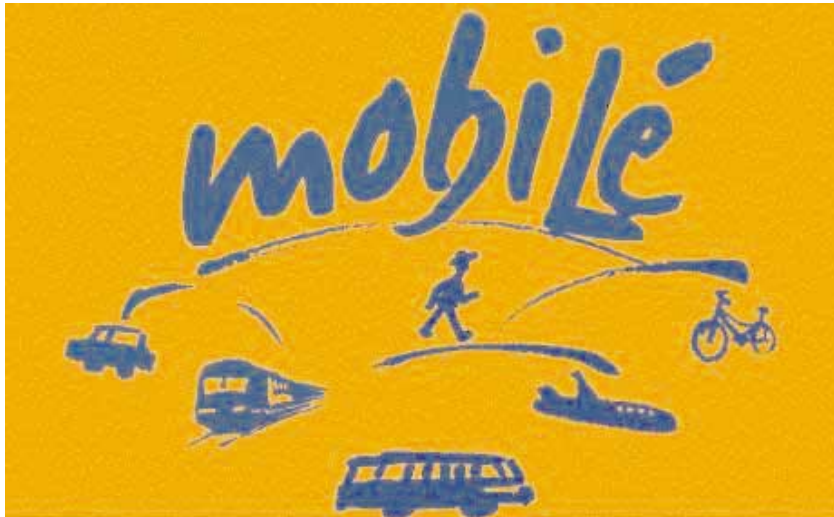
The second dimension is the distinction between 'hardware' and 'software orientated' measures. 'Hardware' refers to the construction and regulations side of transport planning (e.g. infrastructure, laws, regulations, tax and pricing schemes). which are considered obligatory to the user. The **'software orientated' measures** of Mobility Management emphasise organisation and service. It deals with human mobility behaviour through information, communication, organisation and co-ordination, which have become increasingly important in today's society. Also, the use of mainly existing infrastructure makes MM a less costly approach.











# Mobility Management



### 3.1 Definition

As the work under the label of **Mobility Management** is growing and the term is being used in different connections depending on the type of approach and country, a clear **definition** is needed. This definition needs to be comprehensive, but at the same time open enough, because the idea of Mobility Management is not confined to a single issue. It is rather a new approach to transport planning characterised by certain objectives and principal features which will be introduced subsequently. Below is a definition which contains the key words but is sufficiently open to encompass a variety of different organisational arrangements:

***Mobility Management** is primarily a demand orientated approach to passenger and freight transport that involves new partnerships and a set of tools to support and encourage change of attitude and behaviour towards sustainable modes of transport. These tools are usually based on information, communication, organisation, co-ordination and require promotion.*

# Mobility Management

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## 3.2 Objectives

The main aim of Mobility Management is a more **sustainable mobility**. This means to ensure that people's and organisations' existing mobility needs, including the transport of goods, are met, while also meeting the goals of environmental integrity, social equity and economic efficiency.

This can be broken down into several concrete goals:

- ❖ to encourage a change of attitude and behaviour towards **greater use of sustainable transport modes**, i. e. public transport, collective transport, walking, cycling and intermodal combinations
- ❖ to improve (sustainable) **access for all people and organisations** by strengthening the conditions for sustainable modes
- ❖ to satisfy mobility needs via a **more efficient and integrated use of (existing) transport and land use infrastructure**
- ❖ to **reduce traffic (growth)** by limiting the number, length and need of motorised vehicle trips
- ❖ to improve **co-operation between transport modes** and facilitate the interconnection and inter-operability of existing transport networks
- ❖ to increase the **economic efficiency** of the entire transport system

# Objectives

- ❑ to encourage change of attitude and behaviour towards sustainable modes of transport
- ❑ to improve accessibility for all people and organisations
- ❑ to satisfy mobility needs by a more efficient and integrated use of (existing) infrastructure
- ❑ to reduce traffic (growth) by limiting the number, length and need of motorised vehicle trips
- ❑ to improve co-operation between transport modes
- ❑ to increase the efficiency of the entire transport system

### 3.3 Principal Features

Mobility Management is a different approach to transport planning. The emphasis is mainly on organisation and service rather than on construction and regulations. Although there is great variety under the MM umbrella, certain features distinguish the Mobility Management approach:

- ❖ Mobility Management can be applied to both **passenger** and **freight** transport.
- ❖ Mobility Management focuses on the **demand for mobility** of specific target groups for different trip purposes. It does not solely manage traffic, but tries to influence pre-trip mode choice.
- ❖ The main aim is to provide **Mobility Services** for the user based on information, communication, organisation and co-ordination. The use of these services is voluntary.
- ❖ **Multi-modality**, the intelligent use of different transport options according to the specific need of the particular trip, is the model for Mobility Management. This includes **inter-modality**, i. e. changing transport modes during a trip, e. g. bike & ride or combined transport.
- ❖ As travel behaviour is not exclusively rational, but has a **subjective** and **emotional** component as well, Mobility Management incorporates this into its approach.
- ❖ **Co-operation**, or creating alliances between different partners, is a crucial element, as a mix of measures is involved.

# Principal Features

- ❑ for passenger and freight transport
- ❑ focused on the individual mobility needs
- ❑ Mobility Services for the user
- ❑ multi-modality as a model
- ❑ attention to subjective and emotional components of travel behaviour
- ❑ alliances as a crucial element



### 3.4 Scale: Urban/ Regional and Site level

Mobility Management measures are quite diverse and can be organised in different ways according to local conditions (cf. 5). On a question of scale two levels can be distinguished - the urban/regional level and the site level. Although the objectives for both levels are the same, organisation and procedures may differ.

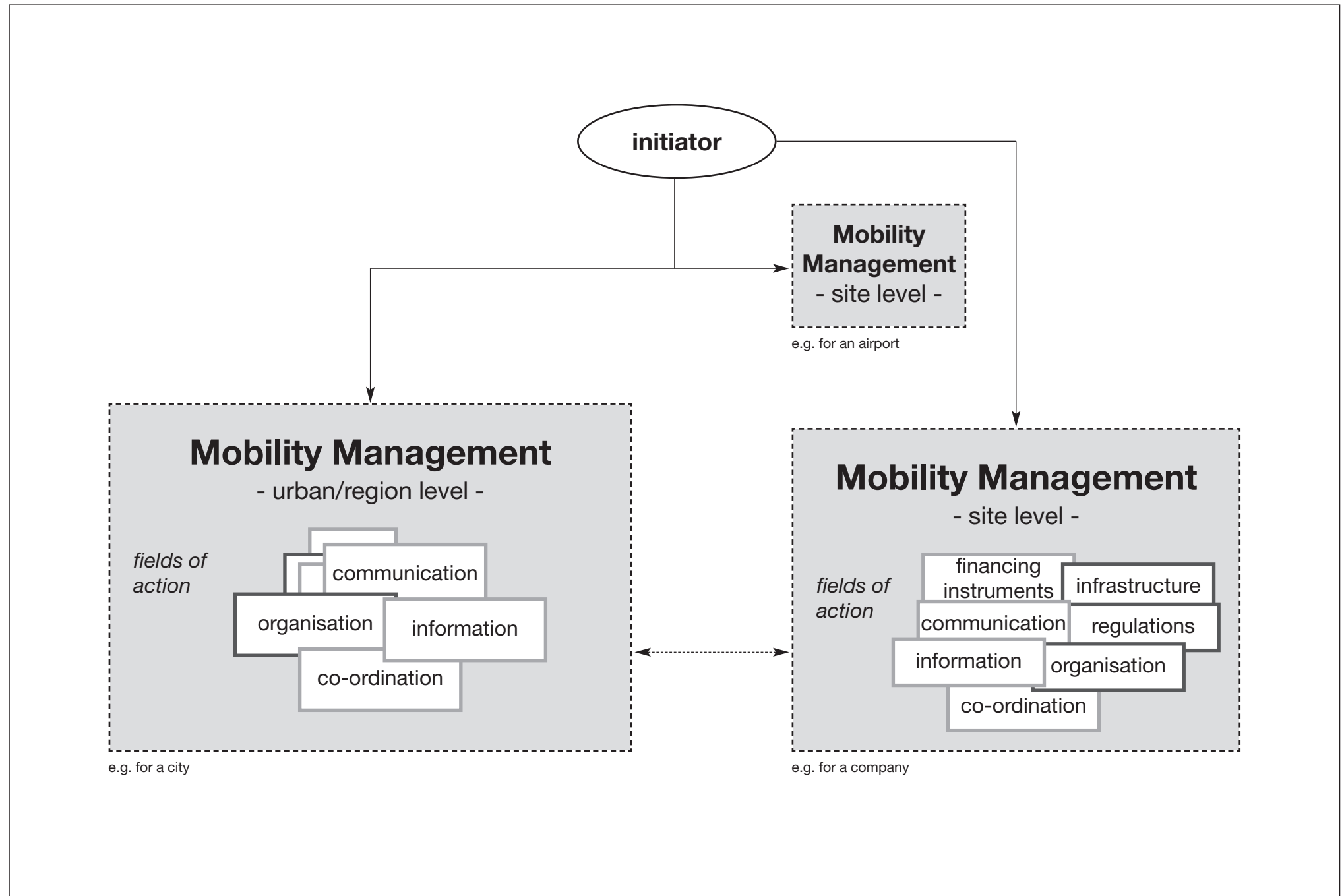
On an **urban/regional level** the focus is on providing services for the general public in the city or region, for specific target groups (e.g. young people, disabled, newcomers, etc.) or for specific trip purposes (e.g. commuting, shopping, leisure, etc.). Also the task is to stimulate traffic generators such as employers, shopping centres etc. to engage in Mobility Management schemes for their site. Promoters at the urban/regional level can be e.g. local/regional authorities, (public) transport providers or (commercial) interest groups (cf. 5.2).

At the **site level** Mobility Management includes a range of measures mainly based on information, advice and awareness, but also involving the supply of alternatives, incentives and restraints. The target groups are site owners and site users (employees, visitors, customers, etc.). Access to the services is therefore restricted to these groups. Promoters could be site owners/operators, users, or unions of users (cf. 5.2).

Mobility Management may begin at either level but grow towards the other. Urban Mobility Management, for example, can also approach site owners and single site Mobility Management can evolve into a city-wide strategy as well.

*For more information:*

→ Blueprint, Ch. 2.3





# Mobility Services

## 4.1 Aims

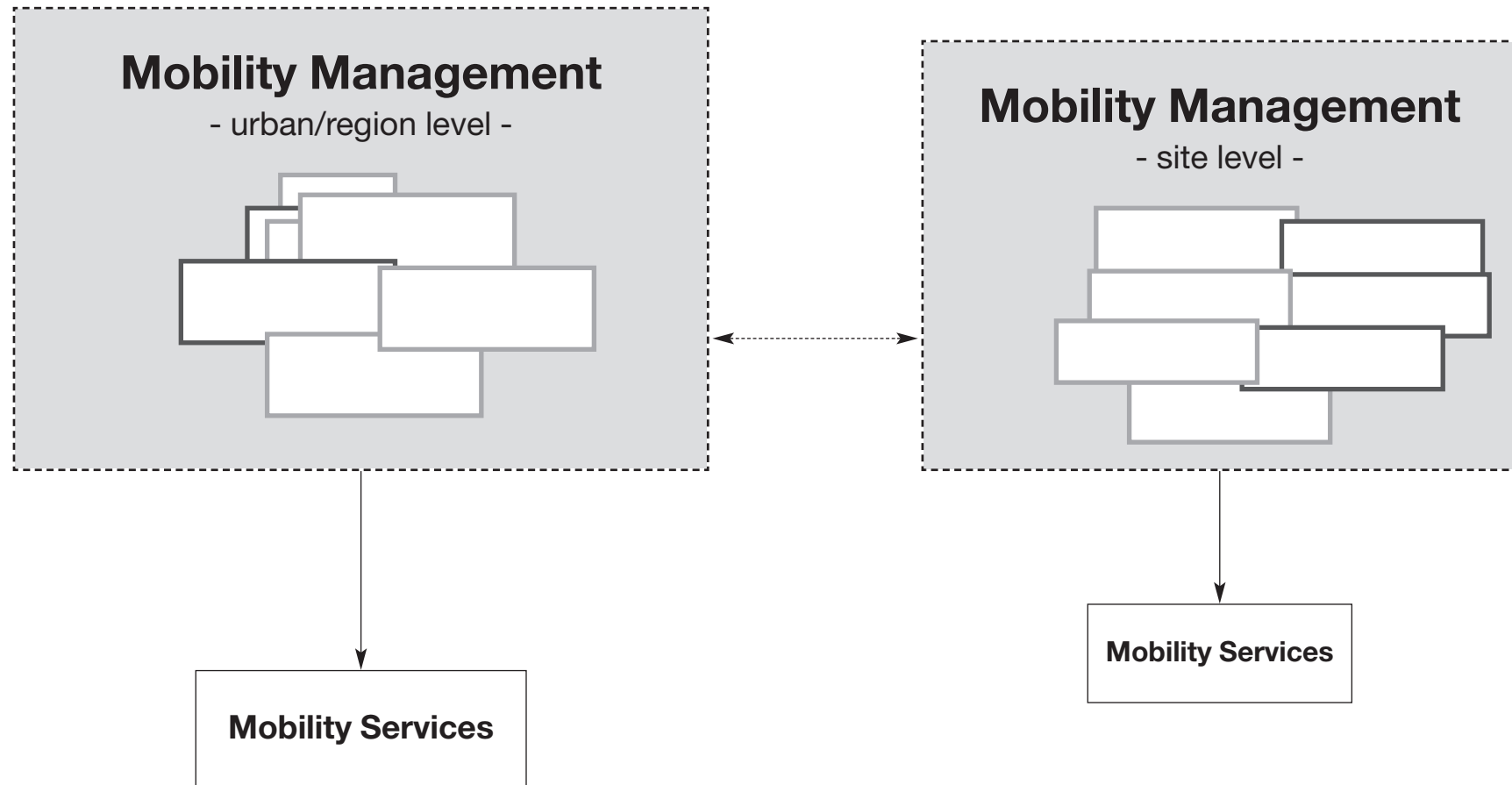
While Mobility Management is all about influencing attitudes and behaviour towards more sustainable modes, the provision of services is at the centre of the approach. In fact, **Mobility Services** are the most important products of Mobility Management.

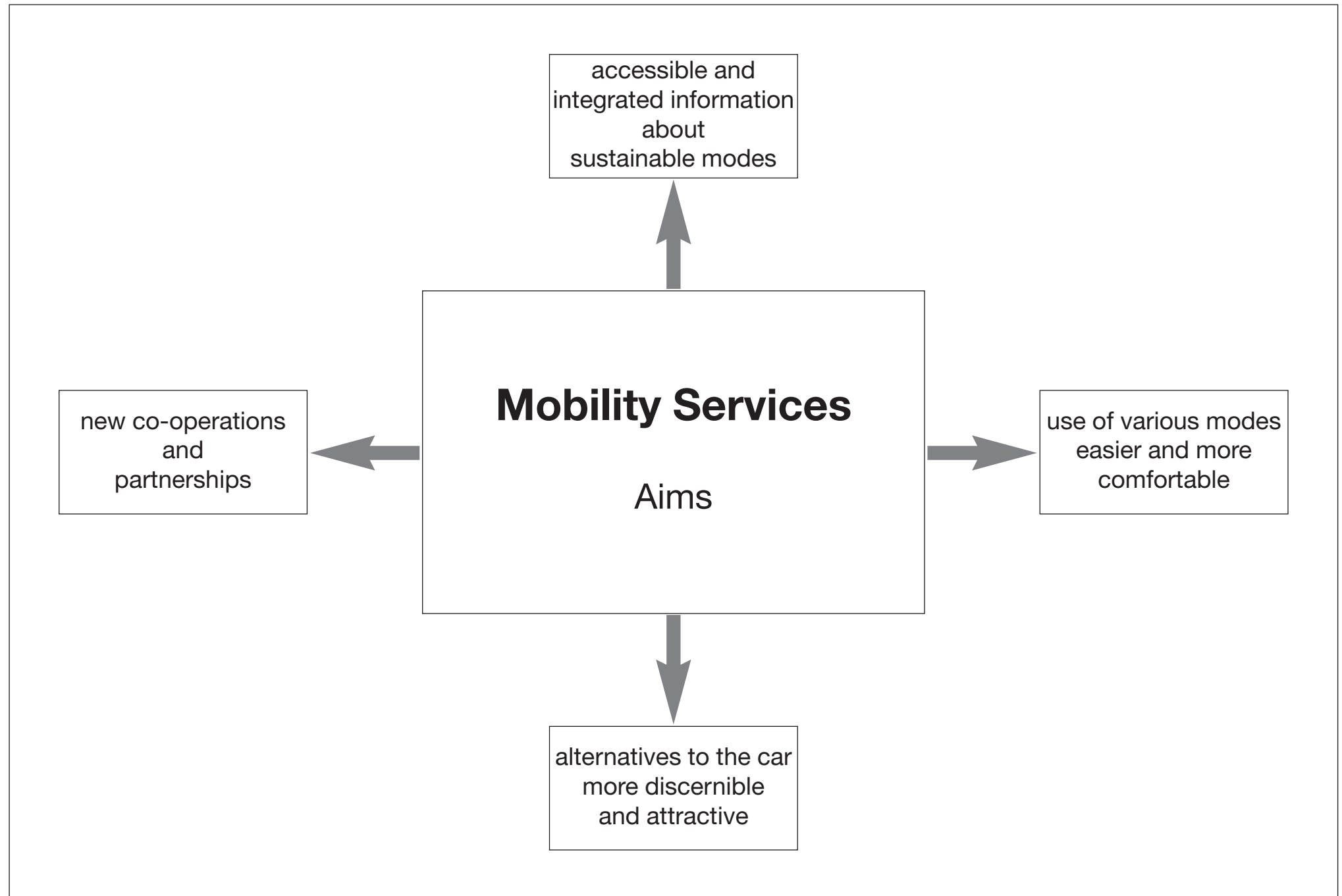
There are at least four good reasons for Mobility Services:

- 1. Information** about sustainable modes should be more easily accessible, more comprehensible and more relevant. This relates for example to combining trips of local, regional and national public transport, as well as to the best combination of different modes.
- 2. The use of various modes** should become easier and more comfortable. This is not only important for a diverse mobility behaviour according to the best suitable mode of transport (multi-modality) but also for the combination of modes such as bike & ride, park & ride, etc. (intermodality).
- 3. Alternatives to solo car use** should become more discernible and attractive. This includes benefits for the users of sustainable modes, promotion of alternatives such as car pooling initiatives or special offers (tickets, fares).
- 4. New co-operations and partnerships** should safeguard and improve the existing supply of the sustainable modes. Co-operation is also essential for the creation of new services.

*For more information:*

→ Blueprint, Ch. 3.3







## 4.2 Types of Services



### *Information and Advice*

Six different types of Mobility Services can be distinguished. Each service is likely to be made up of a number of activities. Since many services will be new and as they are voluntary for the user, effective marketing is crucial for their success.

Information is the core service of Mobility Management. It includes not only information on local, regional and national public transport but also all other sustainable modes such as walking, cycling, car pooling, car sharing, ridesharing, taxis etc. The integration of all information within a central location offers a faster and more efficient provision of information to the user and hence helps to dismantle access barriers.

Advice is characterised by further customer interaction, processing and interpretation of information on the part of the service provider.

#### *Examples:*

*Door-to-door timetable, fare and route information either personally, by phone, fax or Internet; information on walking routes, bike paths, stands, rental and/or repair shops; conditions and fares of car-sharing; freight facilities and road closures, accessibility guides, sustainable travel.*



### *Consulting*

Consulting comprises tailor-made and in-depth advice for customers, who can be individuals, households, companies, schools, administrations, etc. It includes surveying the initial situation, assessing alternatives and preparing recommendations.

#### *Examples:*

*Comparison of travel time, costs and ecological impact of various modes for certain household trip purposes, how to introduce job-tickets or car-pooling for companies, preparation of a comprehensive Mobility Plan for a company, administration, shopping centre, etc.(cf. 5.3).*

#### *For more information:*

- Common Concept, Ch. 3.2
- MM Concepts, Ch. 2.3
- Blueprint, Ch. 3.2
- State-of-the-Art, Parts II-IV



## Awareness and Education

Awareness includes all activities which draw people's attention to the existence of sustainable modes and their potential to fulfil individual mobility needs. A strong focus is on social marketing to promote alternatives to solo car use.

Education is a life-long duty. Various educational tools can help people see the advantages and disadvantages of various modes of transport. This applies to not only those in school.

### *Examples:*

*Mobility education in kindergartens and schools; publicity campaigns for various modes; activity days (e.g. a car-free day), ecological impact of traffic.*



## Transport Organisation and Co-ordination

This field involves the organisation of new forms of sustainable transport or the co-ordination and improvement of existing services. These would be targeted to specific user groups such as night buses for leisure trips or new paratransit for the rural population. Transport organisation is particularly important in site Mobility Management.

Co-ordination is an important factor for the integrated use of transport modes. There must be co-ordination between different providers and local authorities, public and private interests.

### *Examples:*

*Co-ordinated scheduling and fares; car pool matching; city logistics for freight transport; special transport for mobility impaired persons, workbuses, delivery service.*



### *Sales and Reservation*

The sale and reservation of mobility-related products and services can be done in person at an office or sales desk or through remote access by phone, fax or Internet.

#### *Examples:*

*Public transport tickets and reservations; car sharing and ridesharing booking; bike and car rental; sale of mobilityrelated products; hotel and tourist information.*

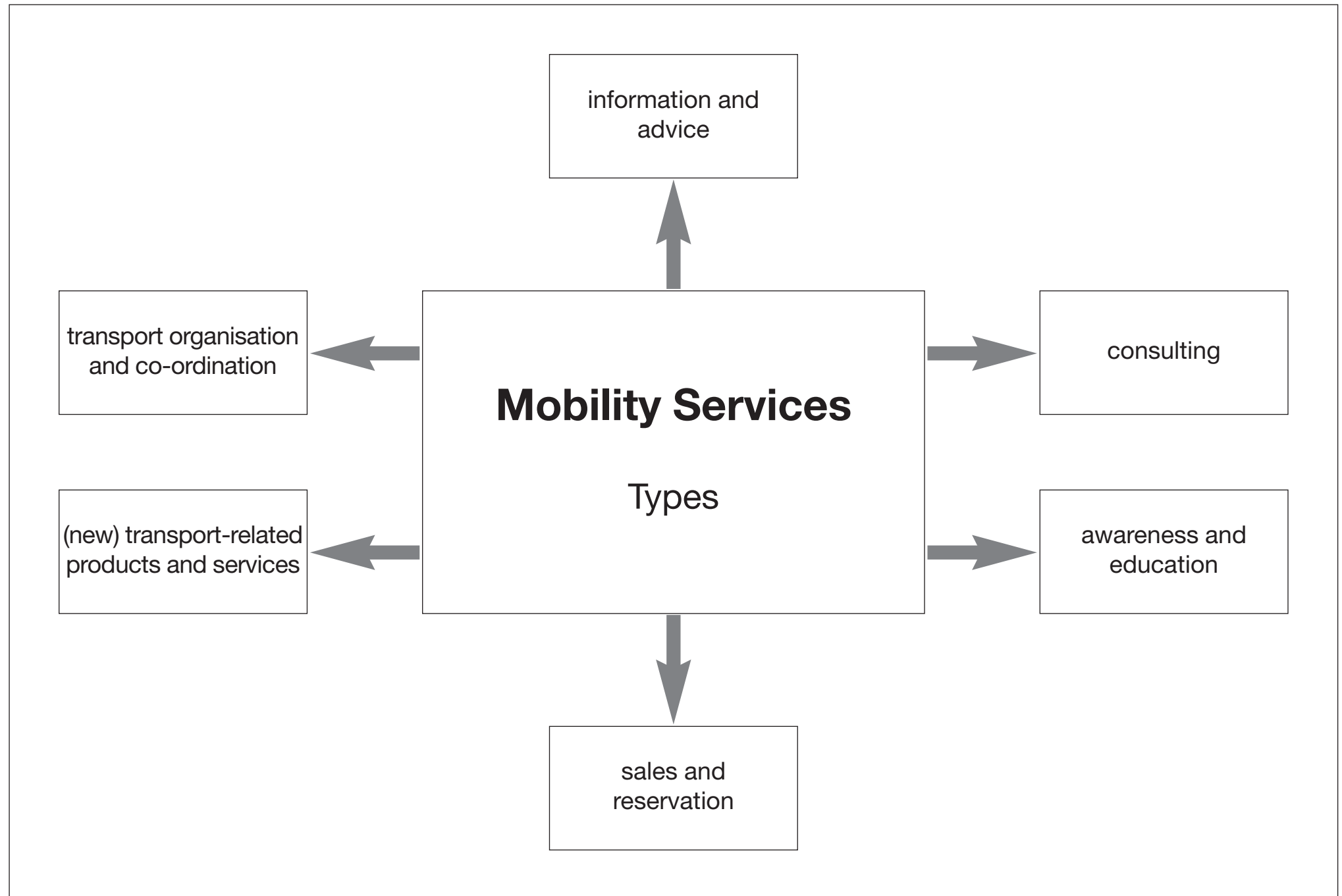


### *(New) Transport-related Products and Services*

This includes the organisation of (for the particular region) innovative products and services which make using sustainable modes easier and/or more comfortable. It is not the organisation of transport itself, but accompanying services such as tickets combining the entrance and public transport to an event, for example. Also, incentives to promote and stimulate the use of the sustainable modes fall under this category of services.

#### *Examples:*

*Combined tickets - 'event + transport'; guaranteed ride home for participants of car-pooling; a city-wide delivery service; financial bonuses for users of sustainable transport.*

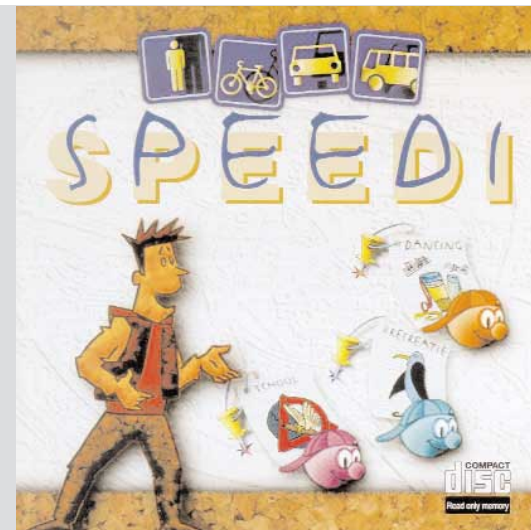






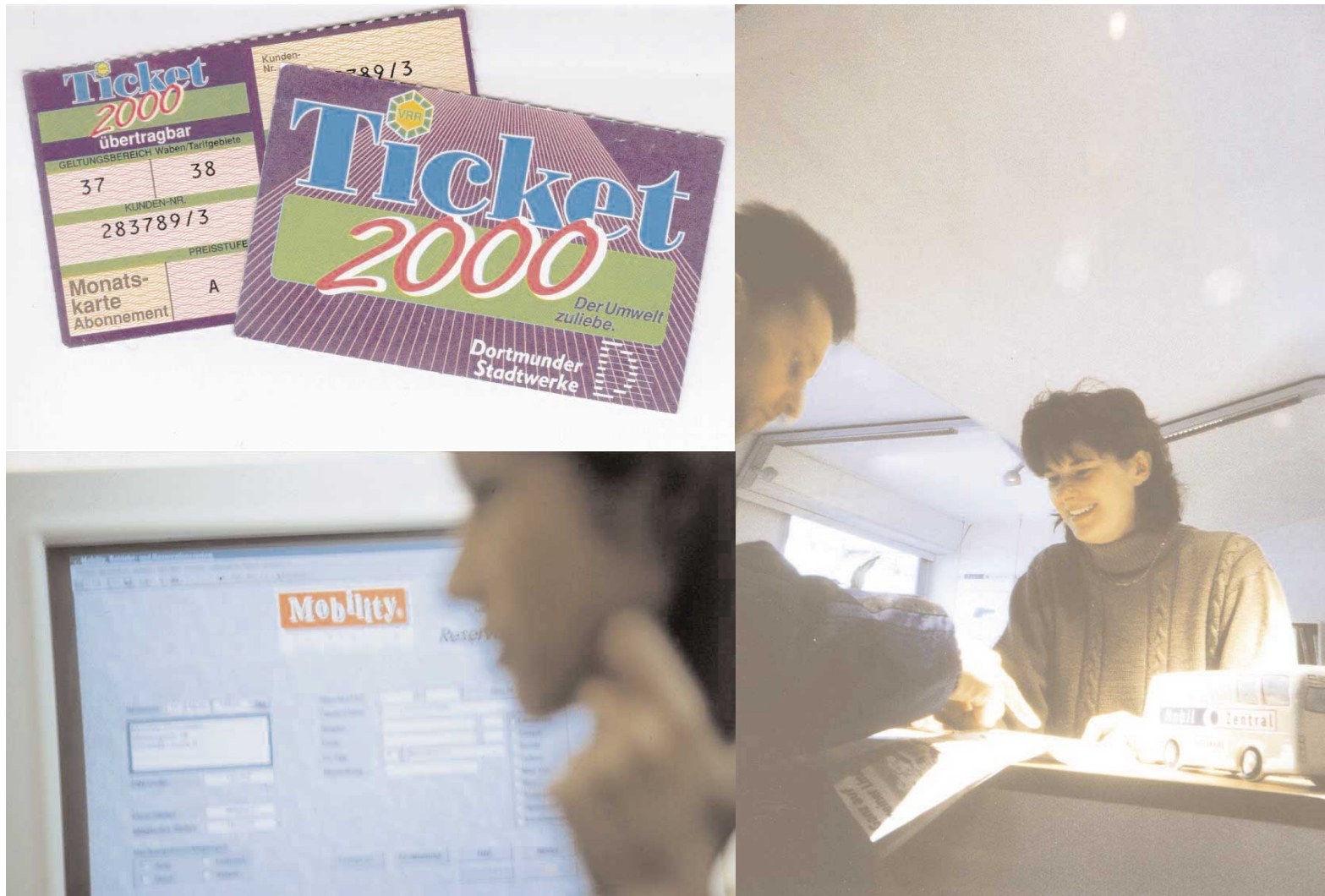














### 4.3 Target Groups

Along with the decision which types of services should and can be offered within a Mobility Management scheme, the distinction of one or more **target groups** at which the measures are aimed is of high significance.

Services can be offered to the public at large, such as a general awareness campaign, but these often have a low cost-benefit-ratio. To be more successful, measures need to be **targeted to the specific mobility needs** of a certain population segment. Obviously, mobility needs vary and their satisfactory fulfilment will be the decisive factor when it comes to inducing behavioural change. Groups that are experiencing a change in life (a new job or a new home) will be more receptive to a change in their mobility behaviour, as they are already changing mobility patterns.

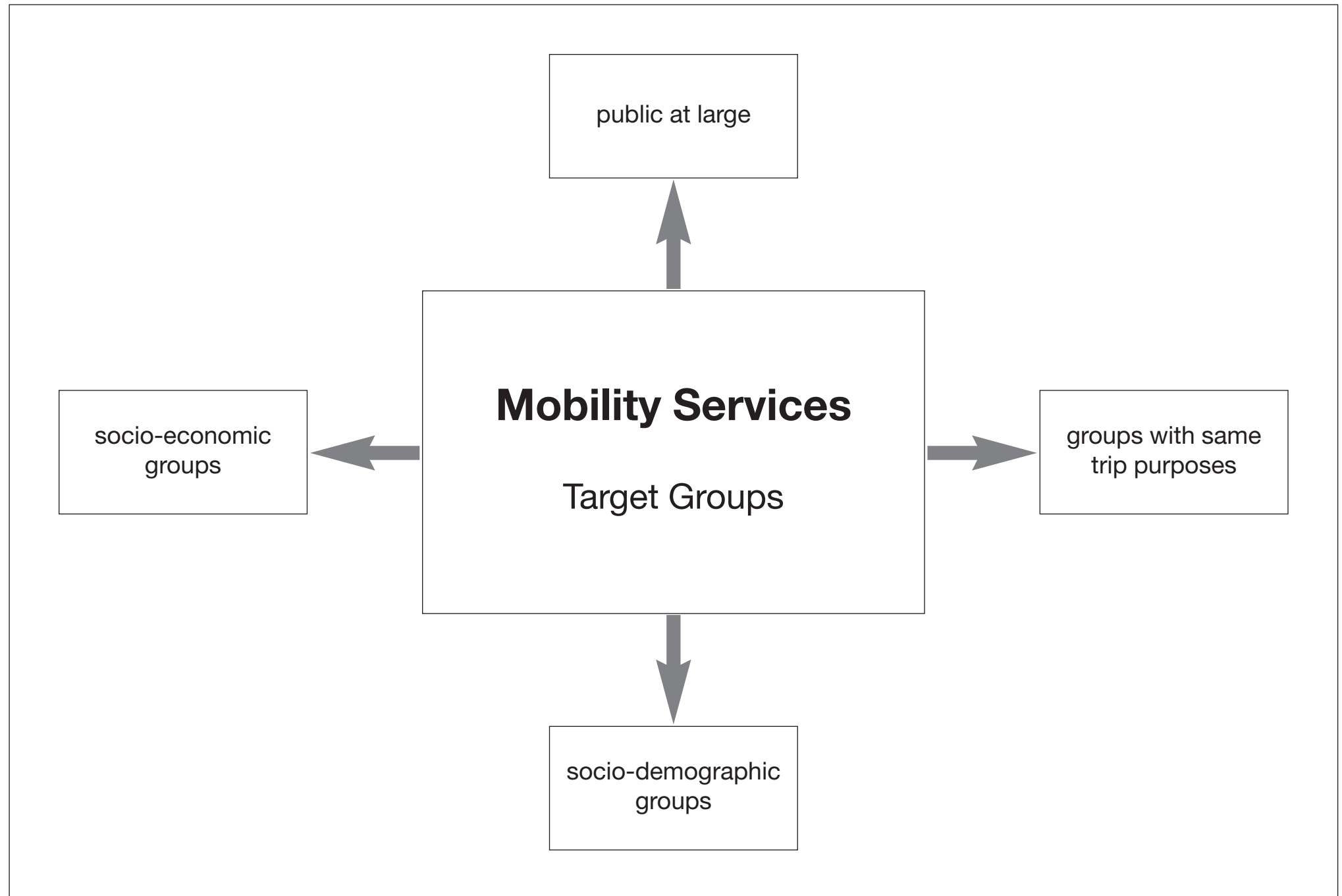
It is easy to differentiate between catering for specific trip purposes (cf. 4.4) and catering for different socio-demographic groups (e. g. young people, the elderly, families, etc.). More sophisticated analysis might additionally take socio-economic variables, lifestyle, cultural background or special situations into account.

*Examples of often targeted groups in Mobility Management: Commuters, schoolchildren, students, elderly, young families, newcomers to a city or a company, new drivers, residents in a certain area, people living in areas with good public transport access, etc.*

*For more information:*

→ MM Concepts, Ch. 2.4.2

→ Blueprint, Ch. 3.3







## 4.4 Trip purposes

The distinction of **specific trip purposes as targets** for Mobility Management is probably the most common method. We can distinguish at least six main categories:

- Work
- School
- Shopping and Personal Care
- Leisure
- Business
- Transport of Goods

Each of these trip purposes has certain characteristics which will have an influence on the opportunities and threats for Mobility Management.

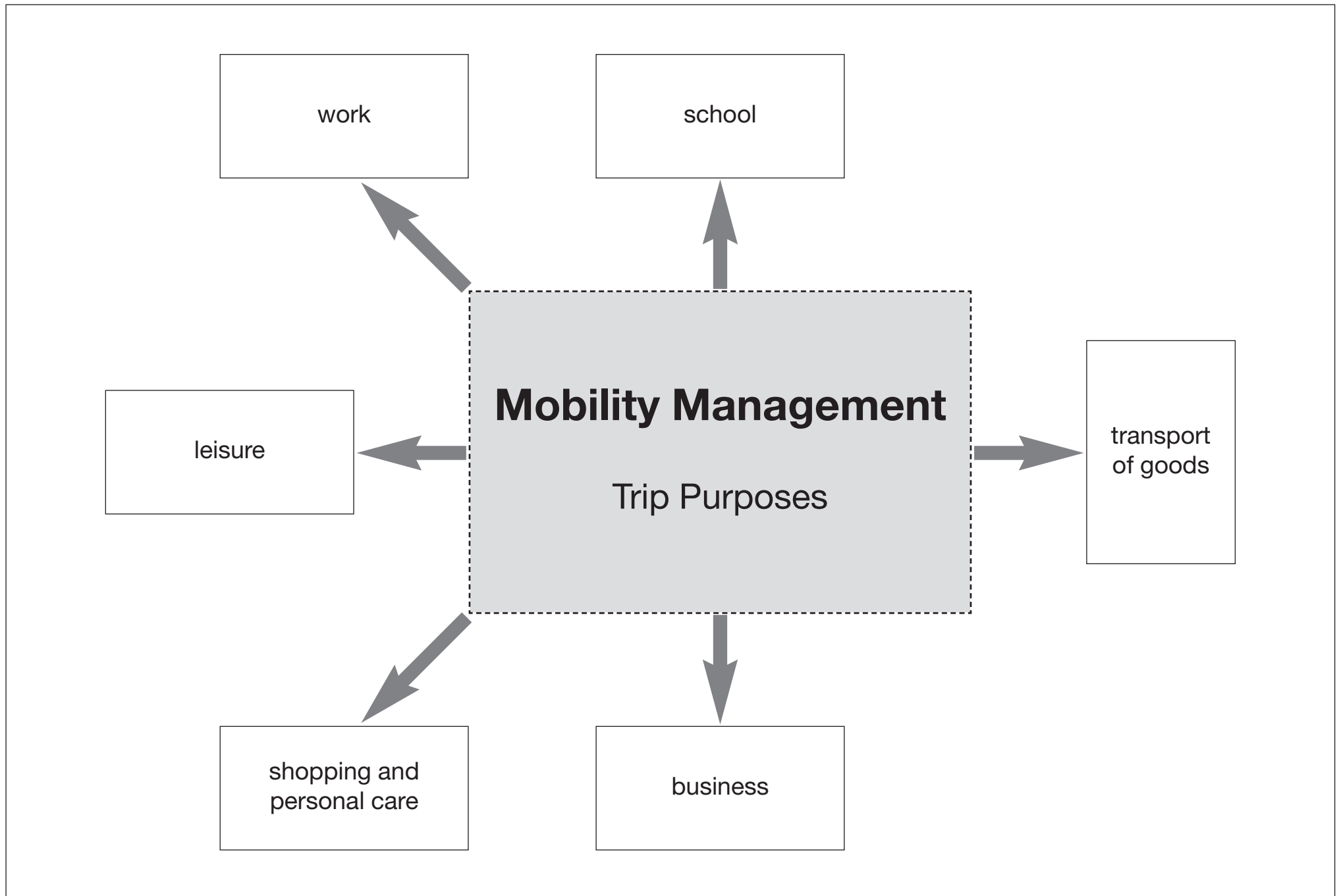
The **origin/destination pattern** may vary from ‘concentrated in space and time’ to ‘very dispersed’. The **degree of freedom** may differ from ‘rather limited’ in the case of commuting to ‘high’ in case of leisure trips. The **restraints during or after the car trip** may vary according to trip purpose. Finally, in some cases there may be better points of access to bring Mobility Management to the target group (e.g. the workplace or the school) than in others.

Based on these criteria, commuting trips may be the best target for Mobility Management measures. There are also good chances for trips to school, and business related trips. Shopping, leisure and freight transport it seems would be more difficult. Yet there are opportunities in dealing with concentrated trips to certain sites, or general leisure trips of a certain target group such as young people.

*For more information:*

- Blueprint, Ch. 3.4, Annex 2
- MM Concepts, Ch. 2.4.1







# Organisation of

# Mobility Management



## 5.1 Overview

Mobility Management can be implemented in various forms. As it is a fairly new approach, it is still evolving. What is shown here are different elements with their roles and functions, which should be understood as a **continuum of possible organisational arrangements** for MM. They should be tailor-made to fit local/regional conditions. Actors sometimes are likely to fulfil tasks of various roles.

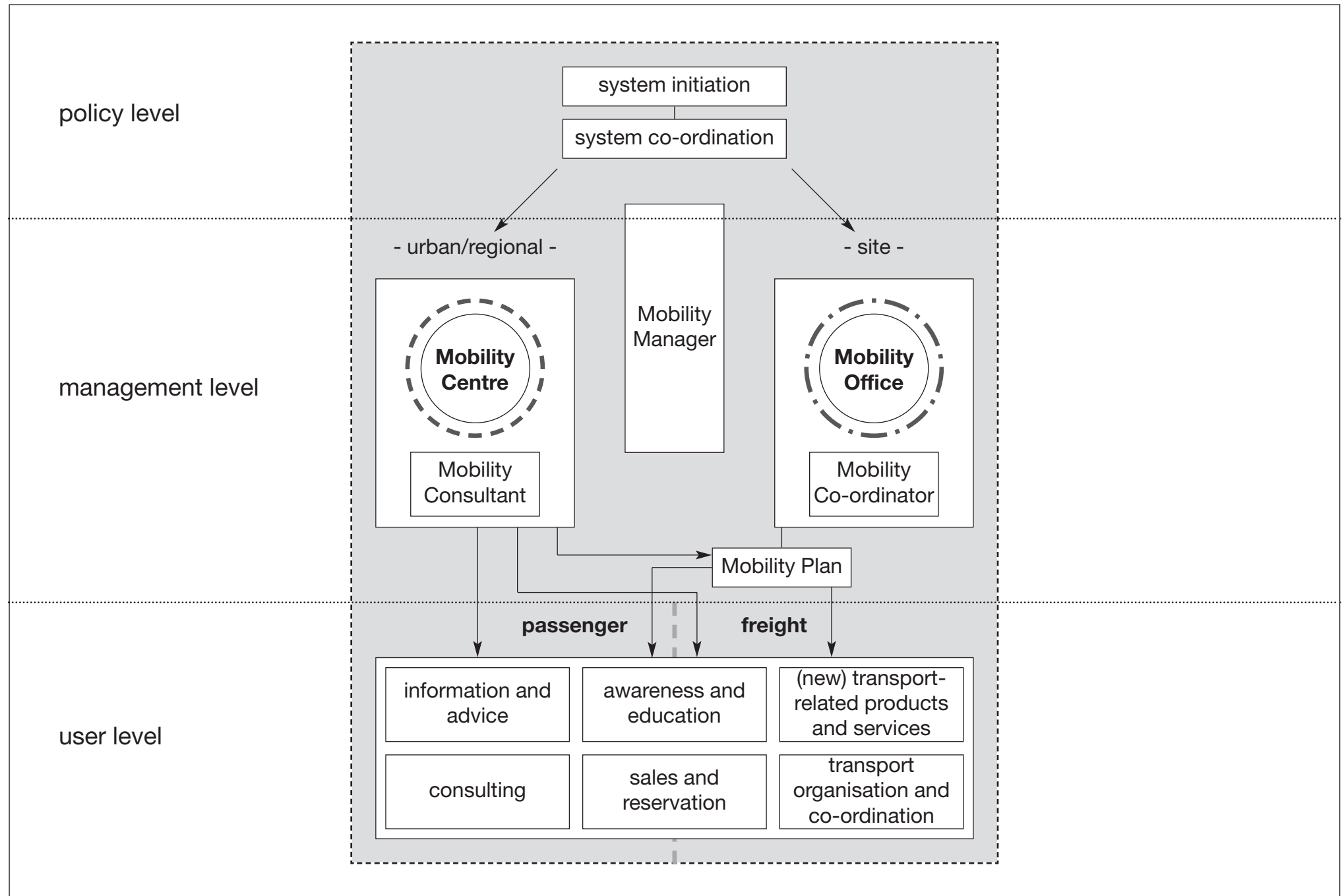
It is not necessary to start Mobility Management with all the elements shown in the figure. Depending on local conditions, one could start at different points and reach different levels of system initiation. Sometimes it is rather fruitful to concentrate resources on one element before building up a full-scale approach step-by-step.

There are three different organisational **levels** within MM:

- ❖ **Policy level:** This is where Mobility Management is initiated and where it is supported afterwards. Promotion and lobbying of its ideas and what MM is about has to start on this level. Here the creation of alliances is crucial.
- ❖ **Management level:** This is where Mobility Management is organised. It can be done on an urban/regional level when the Mobility Services are provided for the general public in the area. Or it can be done at site level with specific services for site users only.
- ❖ **User level:** Here, Mobility Management gets into direct contact with the user. This level includes the implementation of all Mobility Services that are offered to the end user, both on an urban/regional or a site level.

*For more information:*

→ Common Concept, Ch. 3.1



## 5.2 Partners in Mobility Management

### *System Initiation / Co-ordination*

Mobility Management can be **initiated** in different ways. At the policy and management level, promotion and lobbying is crucial to convince possible key actors in MM. This can be done by clarifying win-win-situations. Usually a promoter will look for supporters of MM activities and will try to secure financing, alliances, etc. On the policy level the most likely promoters are public bodies, particularly local/regional or central government, but also transport providers such as public transport companies which are trying to establish themselves as companies providing services for all mobility needs. For a specific site, individual companies or institutions could be promoters at the management level. A key factor is the creation of alliances (cf. 6.2).

As a variety of parties are often involved in the implementation of Mobility Management, **co-ordination** is a very important element. This can be undertaken by a task force, working group or consultative board made up of promoters, supporters and other interested parties (cf. 6.2). Another aspect of co-ordination should be to establish links to MM activities in other cities or regions to exchange information and experience. Or, where applicable, to build up ties to an umbrella organisation or network for Mobility Management in your country (e. g. ACT in the United Kingdom), or in the European Union (European Platform On Mobility Management EPOMM). In practice, the person who will be responsible for this is the Mobility Manager, whose role is described below (cf. 5.3).



*Urban / Regional Level*

On an **urban/regional level** one tries to implement concepts for the whole city or region. Since the area is rather large, one is not able to target services to all traffic streams. You can develop general, broad services (e.g. modally integrated and easily accessible information) or specific ones for special target groups (e.g. a co-ordinated delivery service for city centre shoppers).

As Mobility Management is about services and the integration of modes, you will deal with different partners (i.e. promoters and supporters). Potential partners might have a different motivation but can share some of the objectives and aims mentioned above (cf. 3.2 and 4.1).

- ❖ **Local or regional authorities** are quite likely to be involved. Not only the transport planning departments, but also the urban development, environmental and economic development departments, and/or road administrations might be included. The police department with their background on traffic safety could be a valuable partner.
- ❖ All kinds of **transport providers** are important for the scheme. Foremost are the public transport companies or associations in the region, private transport providers, taxi companies, car sharing organisations or even the car industry can be partners.
- ❖ **User lobbies** such as environmental, transport or consumer organisations are often included. Other **interest groups**, e.g. neighbourhood committees, parent groups, children's lobby, etc. can develop a special interest.

*For more information:*

→ Blueprint, Ch. 2.3.1

When approaching companies, support by the **Chamber of Commerce** or other business organisations is quite helpful.



*Site Level*

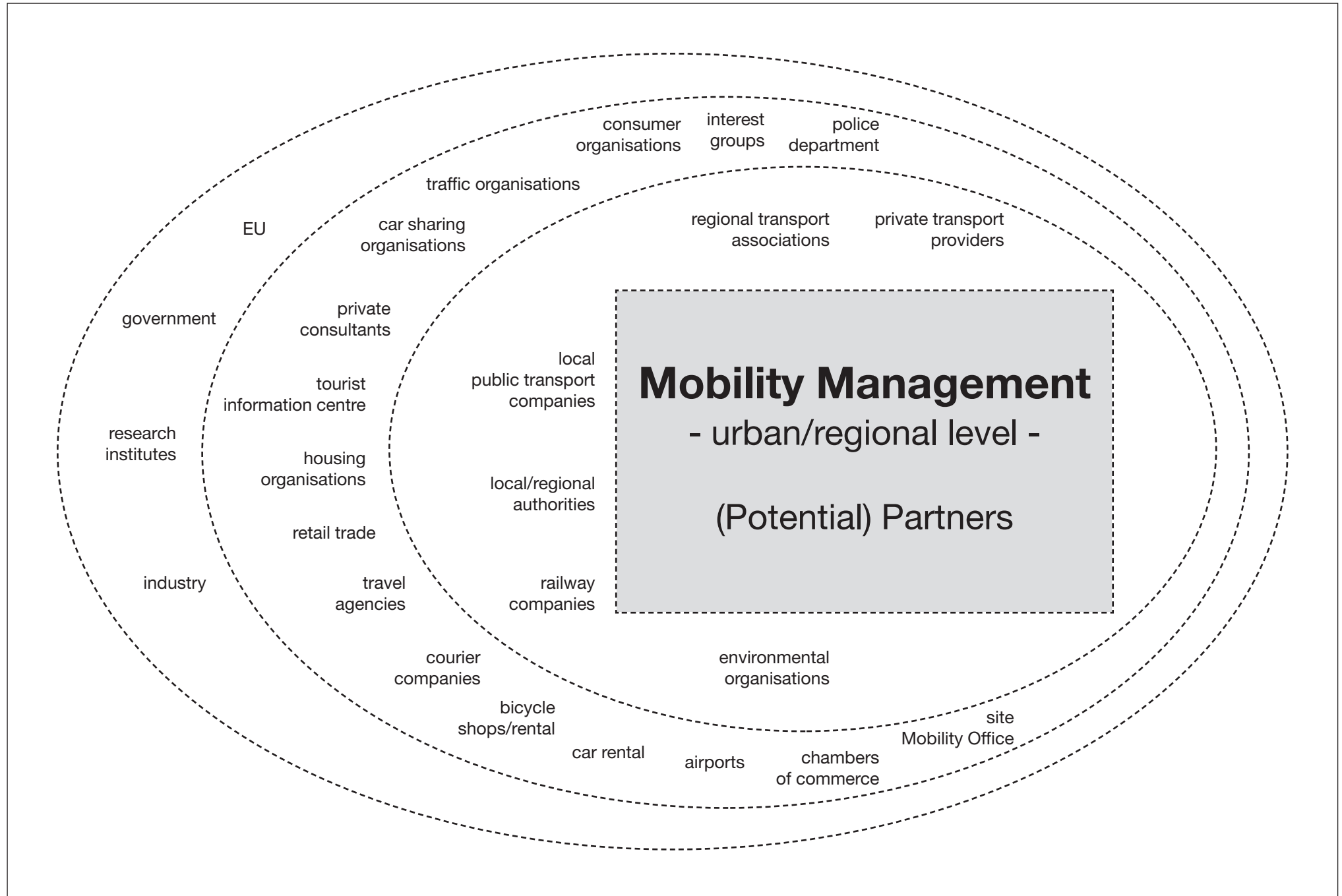
At the **site level** one deals with a (group of) specific traffic generator(s). Examples of possible sites are: companies, schools, administrations, hospitals, shopping centres, sports arenas, etc. Here action can be much more focused and you probably will deal with a more limited number of partners. Again, potential partners might have a different motivation but can share some of the objectives and aims mentioned above (cf. 3.2 and 4.1).

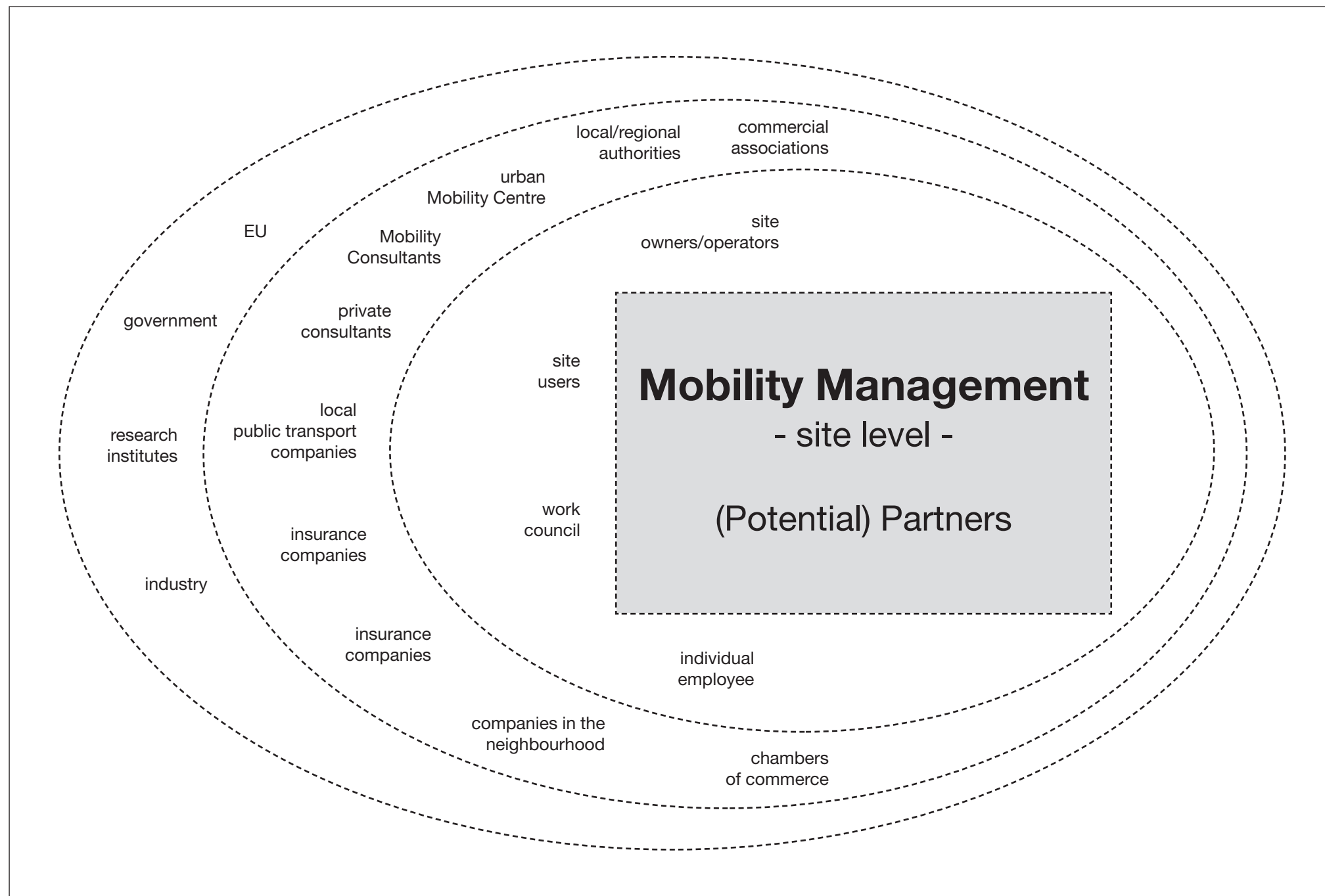
In working with site owners/operators, a comprehensive concept of measures aimed at influencing the need for transport to and from that site can be elaborated in a **Mobility Plan** (cf. 5.3).

- ❖ As partners or promoters the site **owners/operators** are the most important ones. If you clearly show potential benefits, such as less needed parking, better accessibility with different modes, better employee health/less stress for the commute, customer service, image gains, etc., chances are good to motivate them to establish Mobility Management within their organisation or to take over (part of) the funding. A good demonstration of successful examples from other sites is helpful.
- ❖ Another approach can be to implement Mobility Management upon an initiative of the **site users**. For example, students of a university or trade unions could undertake some action. In any case conditions are best if both owners and users co-operate in their effort to alleviate mobility problems at and around their site.
- ❖ **Local authorities** or **commercial associations** can take the initiative to kick off a broader development at site level. **Transport providers** are often needed for their services and advice.

*For more information:*

→ Blueprint, Ch. 2.3.2





### 5.3 Instruments for Mobility Management

#### *Mobility Manager*

The role of the **Mobility Manager** is quite important to any Mobility Management scheme. The Mobility Manager's duty is to take overall responsibility for developing and introducing the scheme as well as promoting it and gathering the necessary support. He/she is the key link between both the policy level and the management level in the particular city/region or at the individual site. As an intermediary between the different parties the Mobility Manager has an important co-ordinating function. This role could also include the integration of passenger and freight transport.

The position should be viewed as a role which one or more persons can share the responsibility, rather than a particular person. It is likely that the role of the Mobility Manager will develop in stages, and not always be called a 'Manager'.

Where the Mobility Manager is based depends on the key promoter(s) - it is likely to be the local authority, but other positions, such as a public transport company or a non-governmental organisation, are possible.

Mobility Managers should be sensitive to the political environment in which they are operating and good links to all relevant parties should be maintained. Mobility Manager(s) make the necessary strategic decisions to maintain the development of Mobility Management and develop new concepts. They also keep in touch with other cities/regions to exchange ideas and experiences ('networking', cf. 5.2).

#### *For more information:*

- Common Concept, Ch. 3.3.2
- MM Concepts, Ch. 3.3.1
- Blueprint, Ch. 4.3.2

### *Mobility Centre / Mobility Office*

A Mobility Centre is the operating unit at the urban/regional level, where Mobility Services are initiated, organised and provided. The establishment of a **Mobility Centre** is an important landmark and serves as a crystallisation point for Mobility Management. There are two basic requirements of a Mobility Centre:

- ❖ a **multi-modal approach** in the provision of services (cf. 4.2)
- ❖ **individual access** for the public

A Mobility Centre concentrates all services and thus serves as a platform - a place for communication and exchange. Its presence can give Mobility Management a public face and thus establish its presence in the transport marketplace. **User access** can be via personal visit, phone, fax, e-mail, information terminals and/or on-line services.

The **structure** of a Mobility Centre will vary according to need and resources. From simple arrangements by, for example, some transport association to more complex forms organised jointly by authorities, public transport companies and others. A city-wide Mobility Centre should be located in a central location for easy access, but decentralised ones and branch offices can be closer to target groups or sites. Besides permanent Mobility Centres there can be temporary or mobile ones for special demands and events.

#### *For more information:*

- Blueprint, Ch. 4
- Common Concept, Ch. 3.3
- MM Concepts, Ch. 3.2, 3.3, 4.1

### *Mobility Consultant / Mobility Co-ordinator*

At the site level, Mobility Services are offered to only site users. Here, the operating unit is a **Mobility Office**, which differs from a Mobility Centre because services are not offered to the general public. Its form can vary from a simple help desk, which employees can reach by phone, to a 'drop-in' advice centre with its own room. The Mobility Office can also be responsible for the set up and implementation of a Mobility Plan.

To run a Mobility Management scheme, different roles have to be filled by various people at the management level. In smaller schemes or in the beginning these roles might be performed by just one actor. In larger schemes functions can be split up between more persons as a more complex organisational structure develops.

An intermediary role at the management level in urban/regional Mobility Management is that of the **Mobility Consultant**. This role includes project management (at a lower level than the Mobility Manager) as well as the provision of services. He/she can operate from a Mobility Centre or in close co-operation with it and is actively approaching potential target groups. The Mobility Consultant also gets into contact with sites who do not yet try to implement Mobility Management on their own and offers support.

Besides providing general services such as organising awareness campaigns or undertaking mobility education, the Mobility Consultant advises individuals or traffic generators. The latter includes advice on funding and operational issues (i.e. tools, organisation, experience) concerning the implementation of a Mobility Plan.

#### *For more information:*

- Common Concept, Ch. 3.3
- MM Concepts, Ch. 3.4, 3.5, 4.2
- Blueprint, Ch. 4.3.2



At the site level we will find a similar role: a **Mobility Co-ordinator's** task includes the implementation of a Mobility Plan and/or a Mobility Office. He/she will carry out surveys and interviews among the site users in order to develop specific services for this site. The Mobility Co-ordinator also has to ensure the support of the senior management.

From an organisational viewpoint he/she is ideally located centrally within the company's structure. As the name suggests, co-ordinating tasks are very important. Not only co-ordination within the site's organisation (i. e. owners, management, employees), but also with transport suppliers, local authorities, commercial associations, unions and whoever belongs to the alliance of interested and supporting parties.

For the every-day running of a Mobility Centre or a Mobility Office, **staff** is needed to carry out services in direct user contact via all modes of communication. Also, some conceptual work could be their responsibility. The number of staff will depend on the size of the scheme, ranging from one to a few in the beginning up to more than a dozen in a fully developed urban Mobility Centre. In a Mobility Office staff is especially needed for larger sites or clusters of sites serviced together. Whatever the exact framework, all personnel need to possess good, customer-orientated social and communication skills.

## *Mobility Plan*

A **Mobility Plan** is the most common instrument for site Mobility Management. It is a comprehensive and directive document that indicates how to implement a Mobility Management scheme for a specific site.

In general, a Mobility Plan can adopt all **measures** that help to reduce motorised vehicle trips to and from the site. The Mobility Plan can be limited to certain types of traffic such as visitor traffic or commuter traffic of a company. Setting up a Mobility Plan generally requires a survey that gives an insight in the travel patterns to and from that site as well as the traffic conditions around the site.

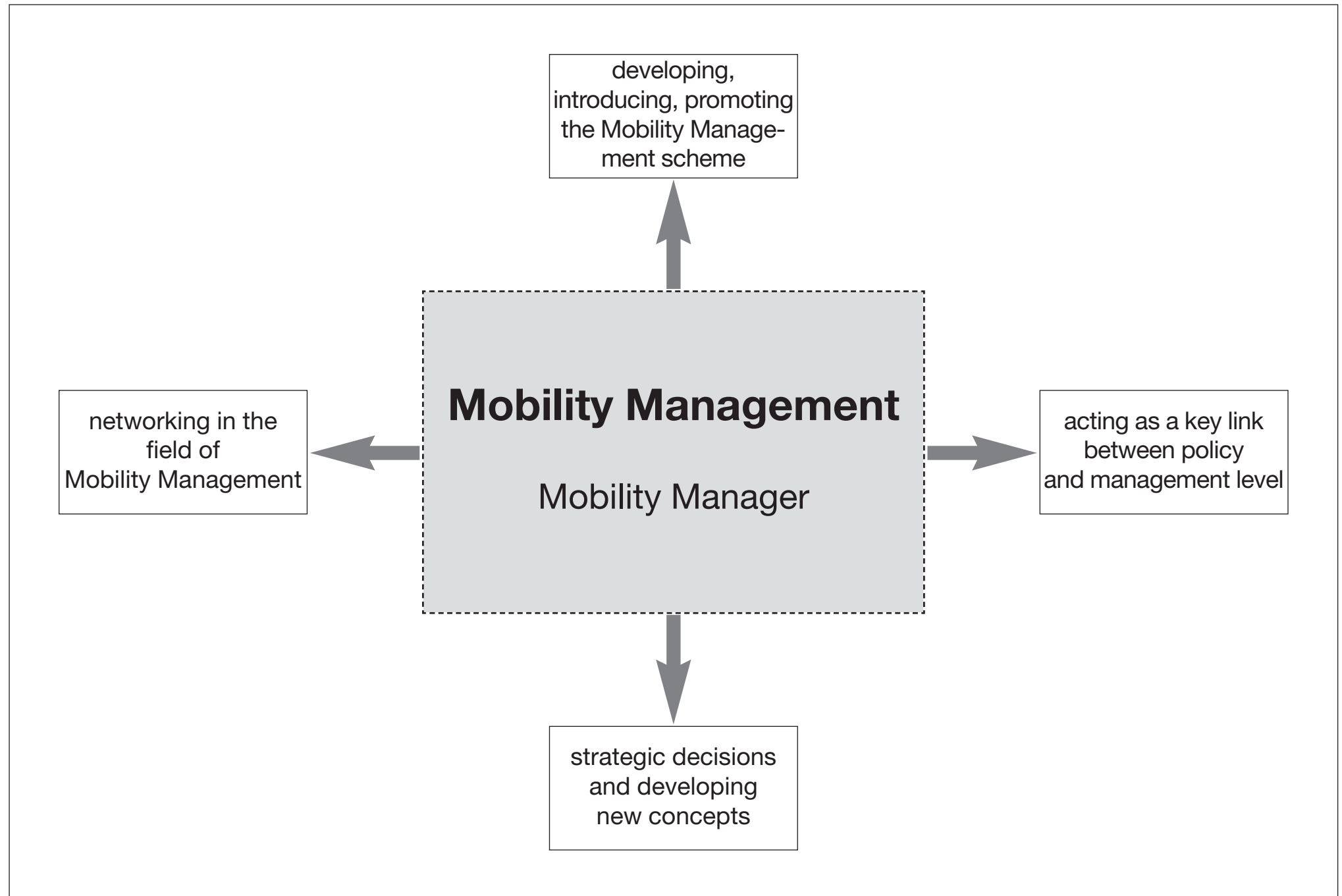
The Mobility Plan sets out who is responsible for implementing the measures, how they are to be implemented and the time schedule for implementation. Also, a Mobility Plan should include an explicit statement of its aims to be reached in a certain time span to act as a motivation, convince financiers and provide targets for later evaluation.

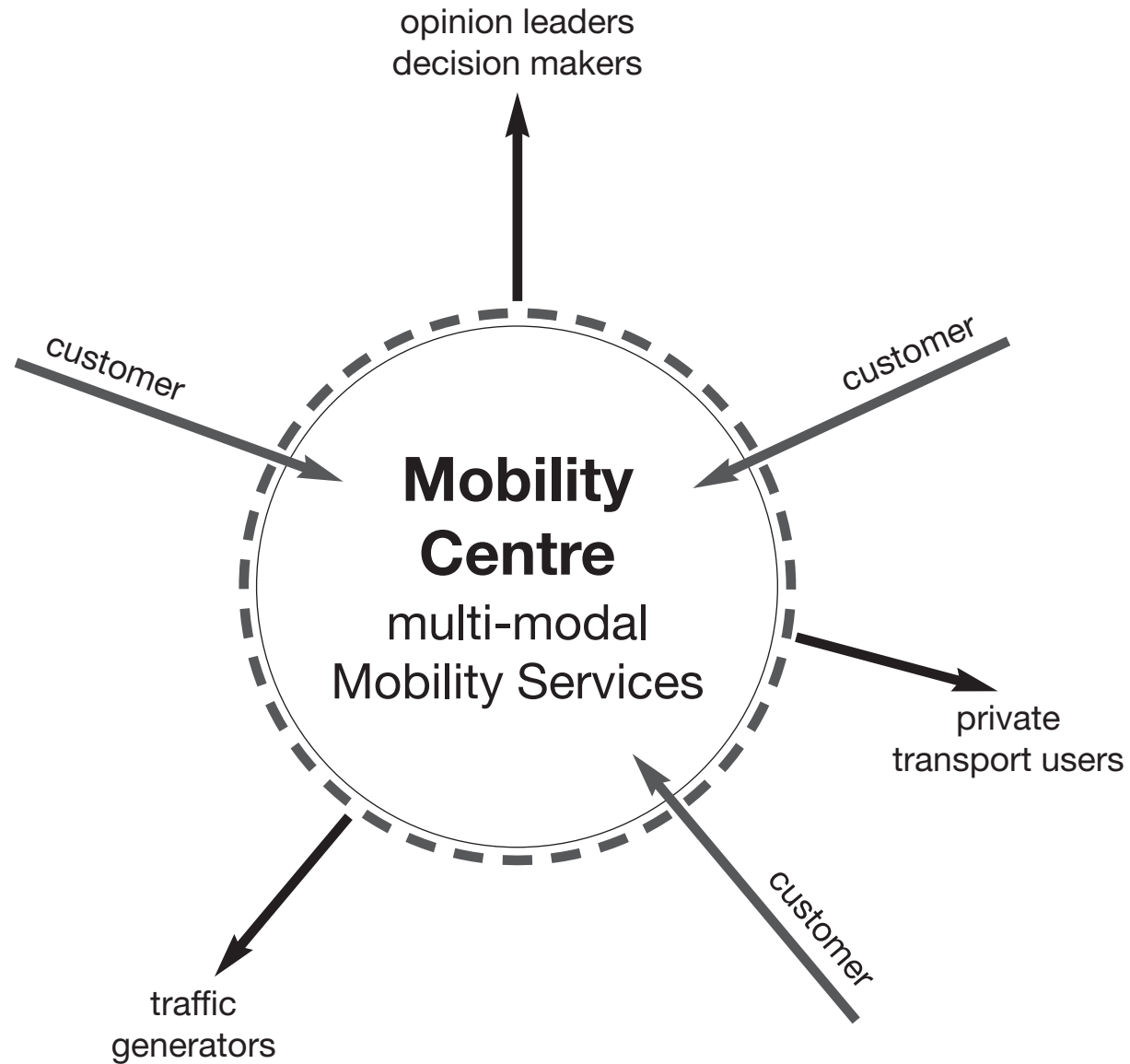
It is important to gain an agreement among those affected by the Mobility Plan and to consult with all levels in the organisation to ensure that the measures selected will have as much support as possible.

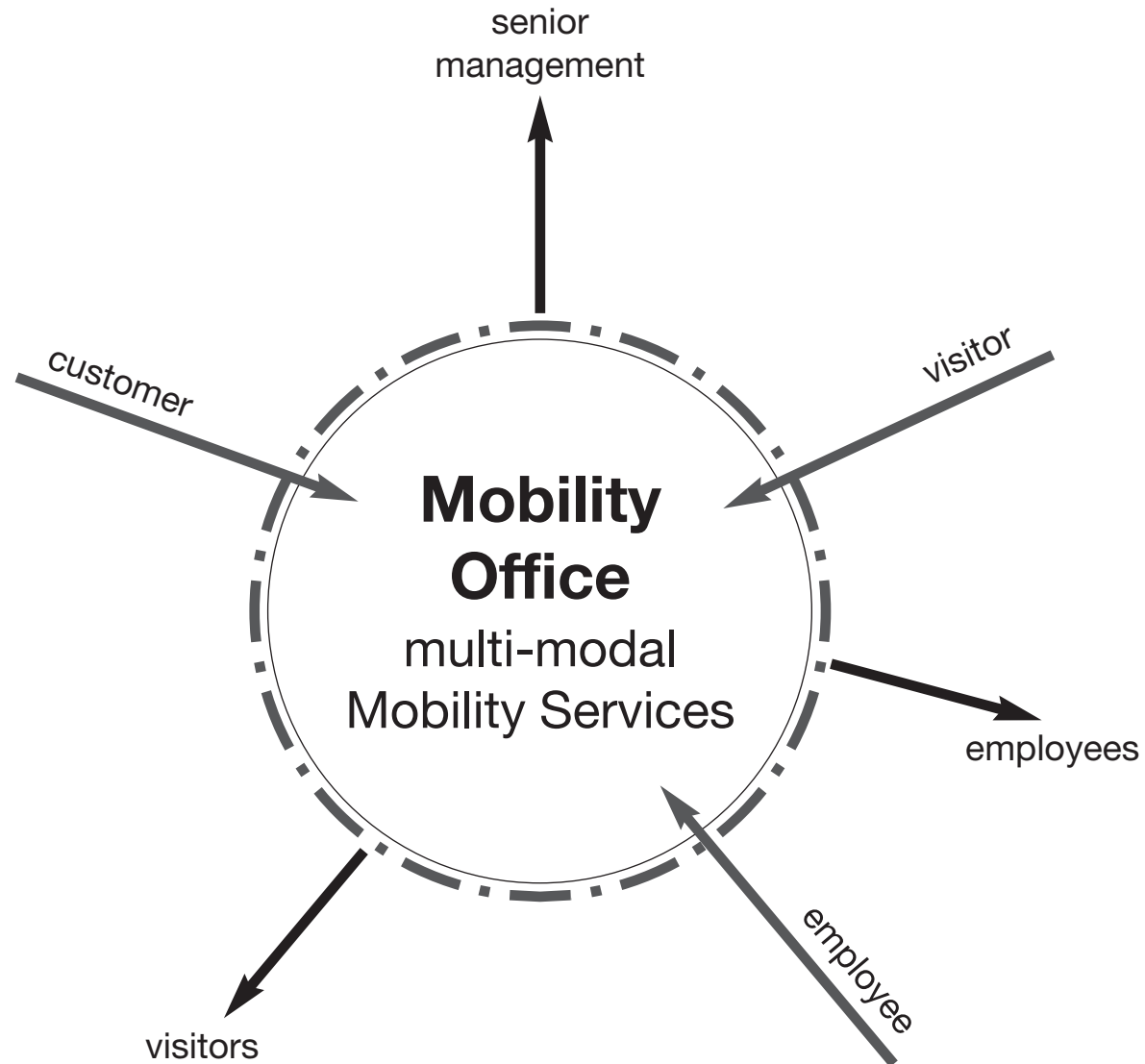
The term ‘Mobility Plan’ has so far been used mainly for the site level. But it is also conceivable as a comprehensive and directive document of Mobility Management measures for a certain quarter of the city or for a certain target group (e.g. youth, mobility impaired, etc.), i.e. in urban/regional Mobility Management.

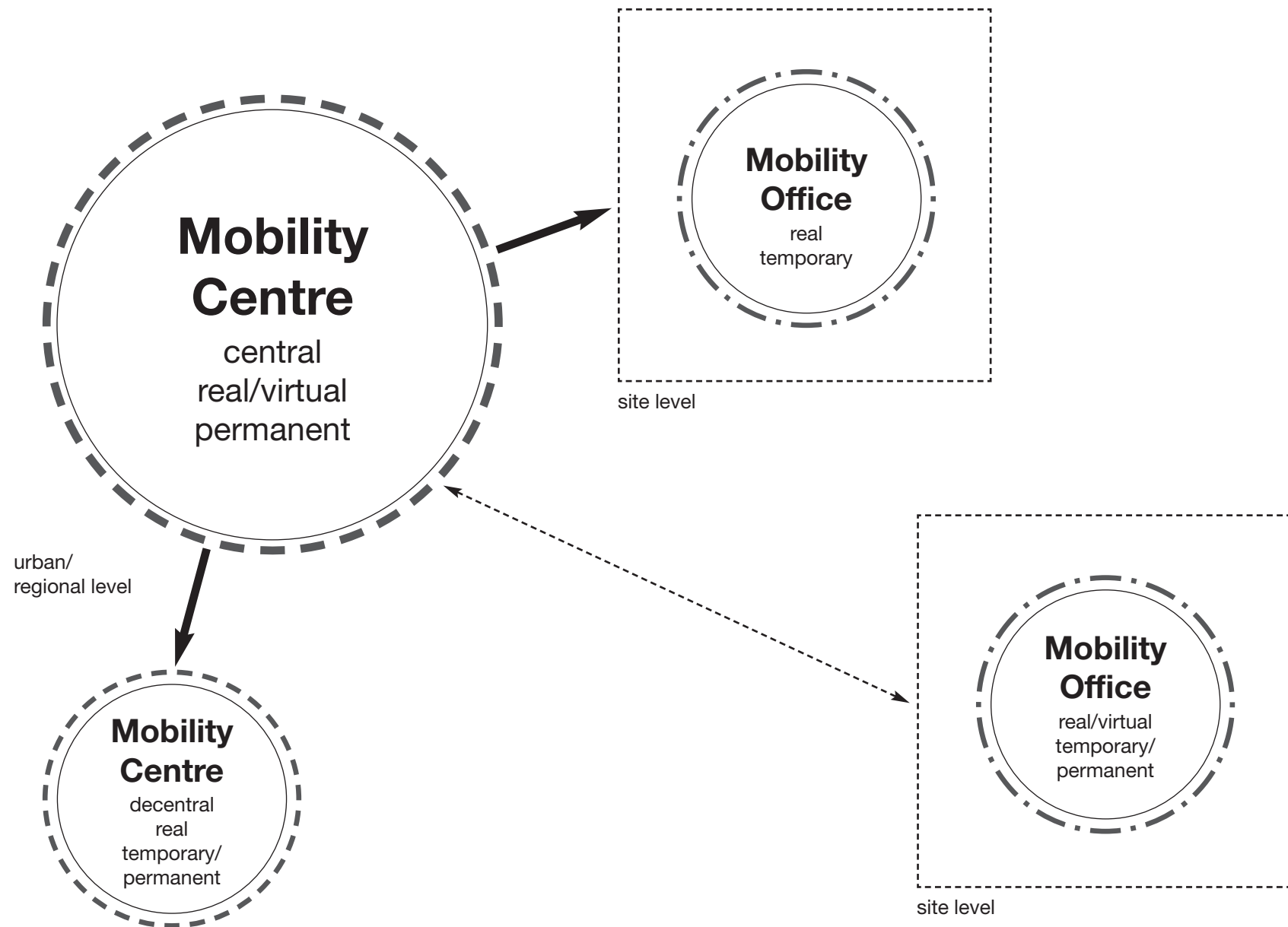
*For more information:*

- MM Concepts, Ch. 5
- Common Concept, Ch. 3.3.4

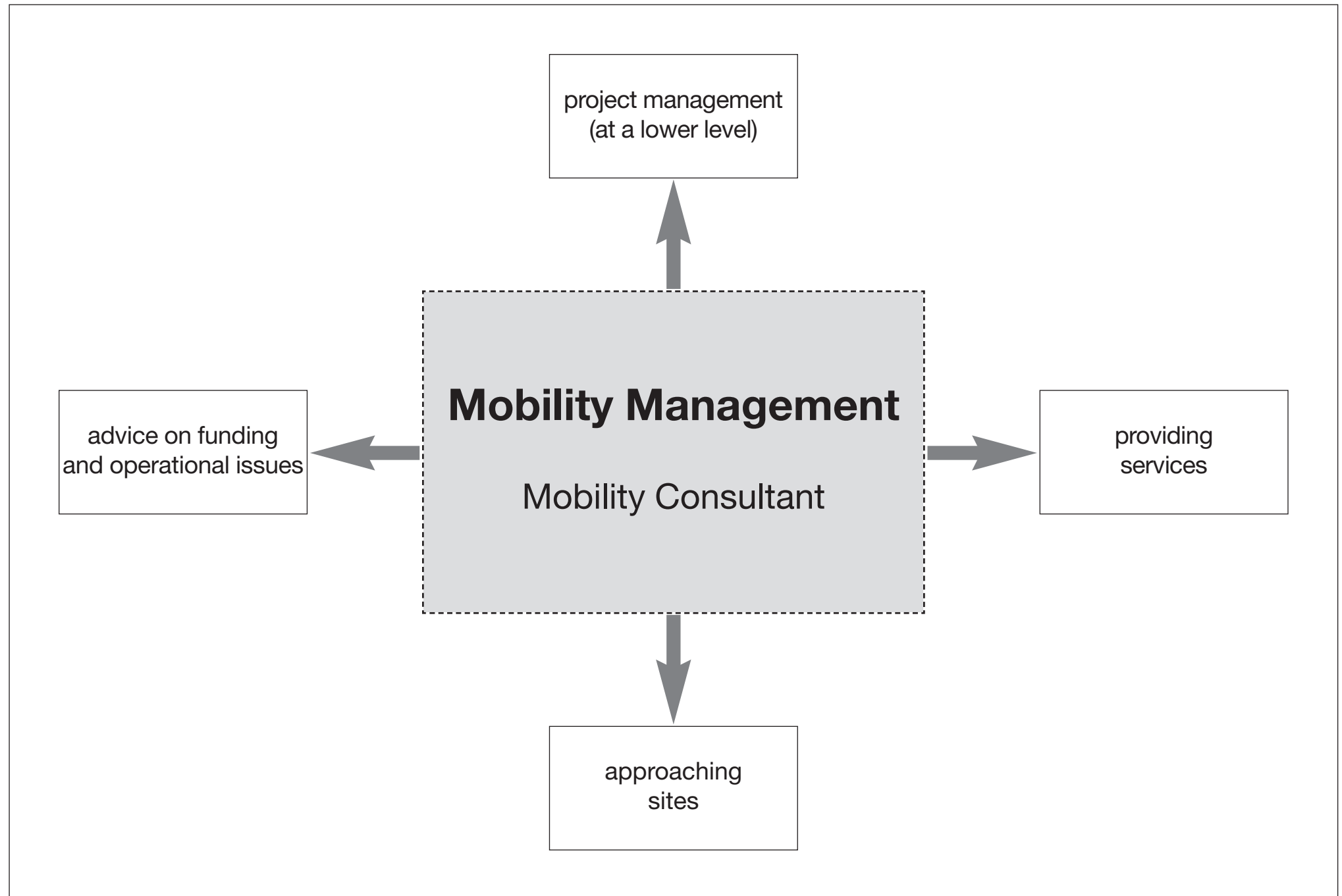


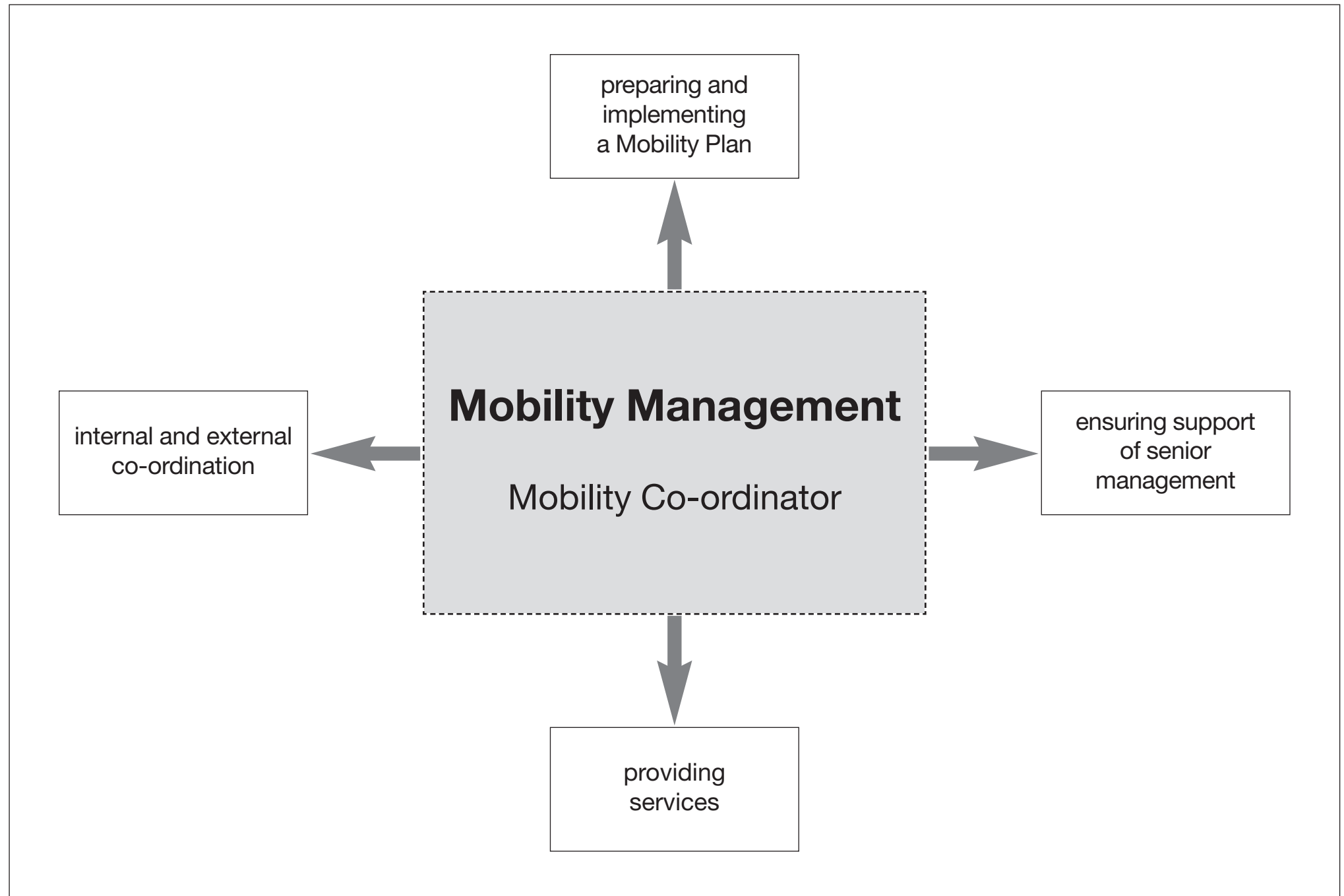


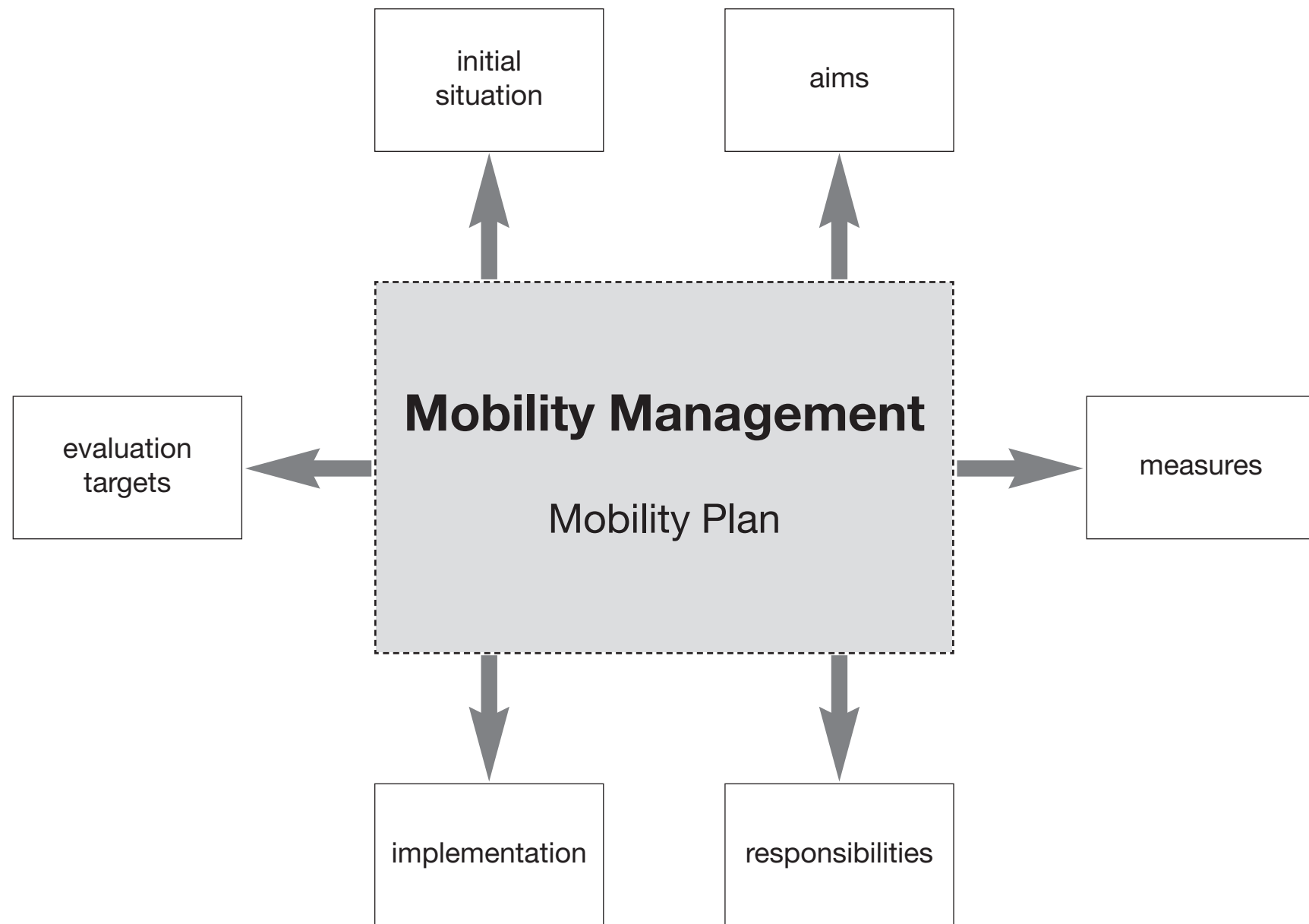












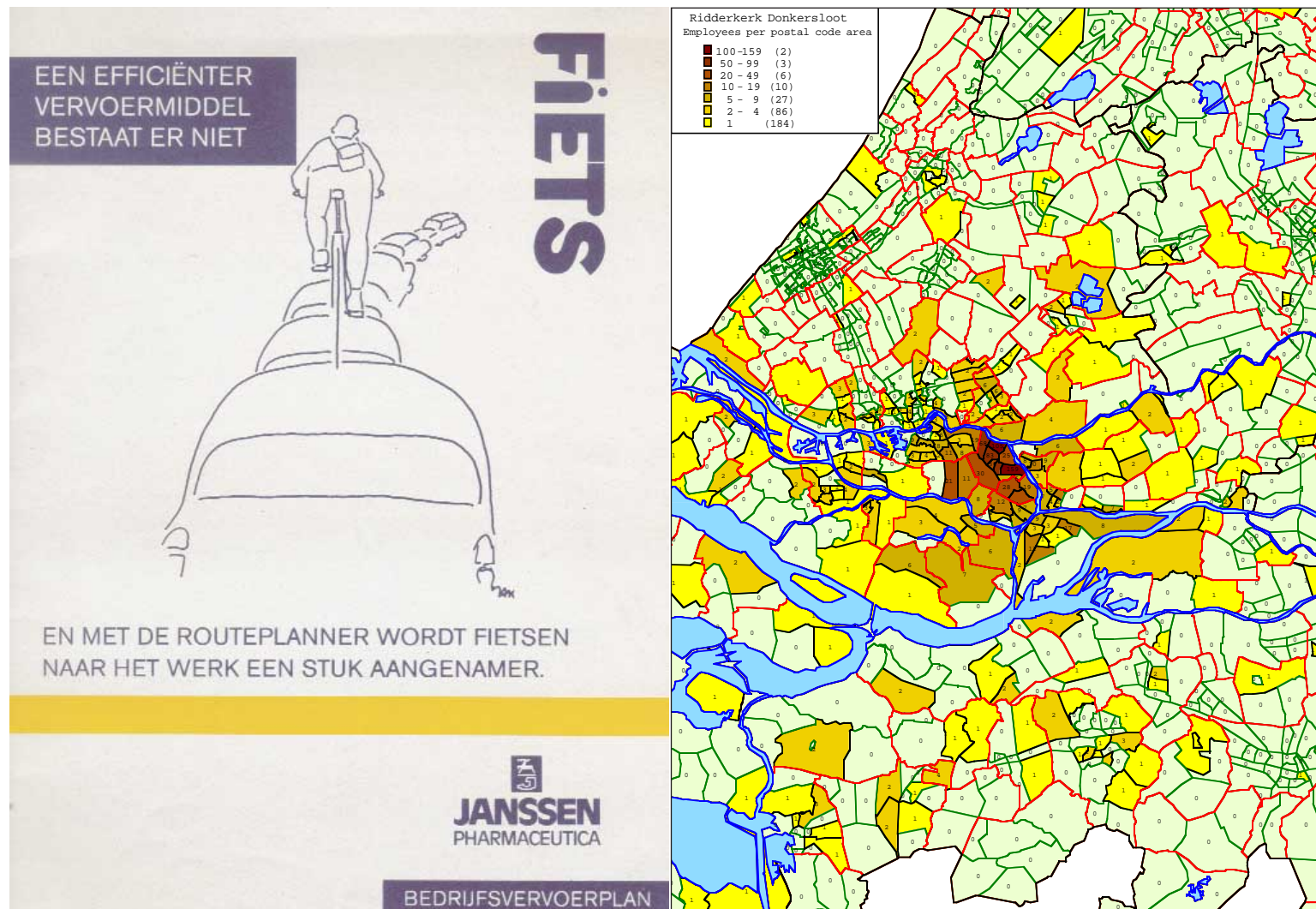












## 5.4 Freight Transport

### *Special Situation*

The structures of Mobility Management for passenger transport cannot be applied to freight transport without modifying the strategic concept and establishing new lines of assistance. Nevertheless, freight transport contributes a large amount to daily traffic and there are several points of interface between Mobility Management for passenger and freight transport.

The following must be taken into account:

- ❖ Freight transport is mainly handled by **private-sector organisations**, which organise and implement transport in response to direct orders from and in close consultation with their customers. There is no 'public goods/freight transport' that corresponds to 'public passenger transport'.
- ❖ The **commercial aims** of freight transport overlap to some extent with the traffic and environment related aims of Mobility Management.
- ❖ In addition, Mobility Management for freight transport does not only take into account local transport but must also include aspects of **long-distance** freight transport.
- ❖ The term and approach of 'Mobility Management' is completely **new** in the context of freight transport. Therefore marketing activities are very important to implementing a Mobility Management scheme that covers all transport modes in a city or region.
- ❖ Mobility Services for freight transport have **supplementary requirements** concerning organisation and technical equipment, etc. Therefore consulting services originally designed for passenger transport are not transferable without first including that specific knowledge base.

*For more information:*

→ MM Concepts, Ch. 2, 3, 5

*Activities*

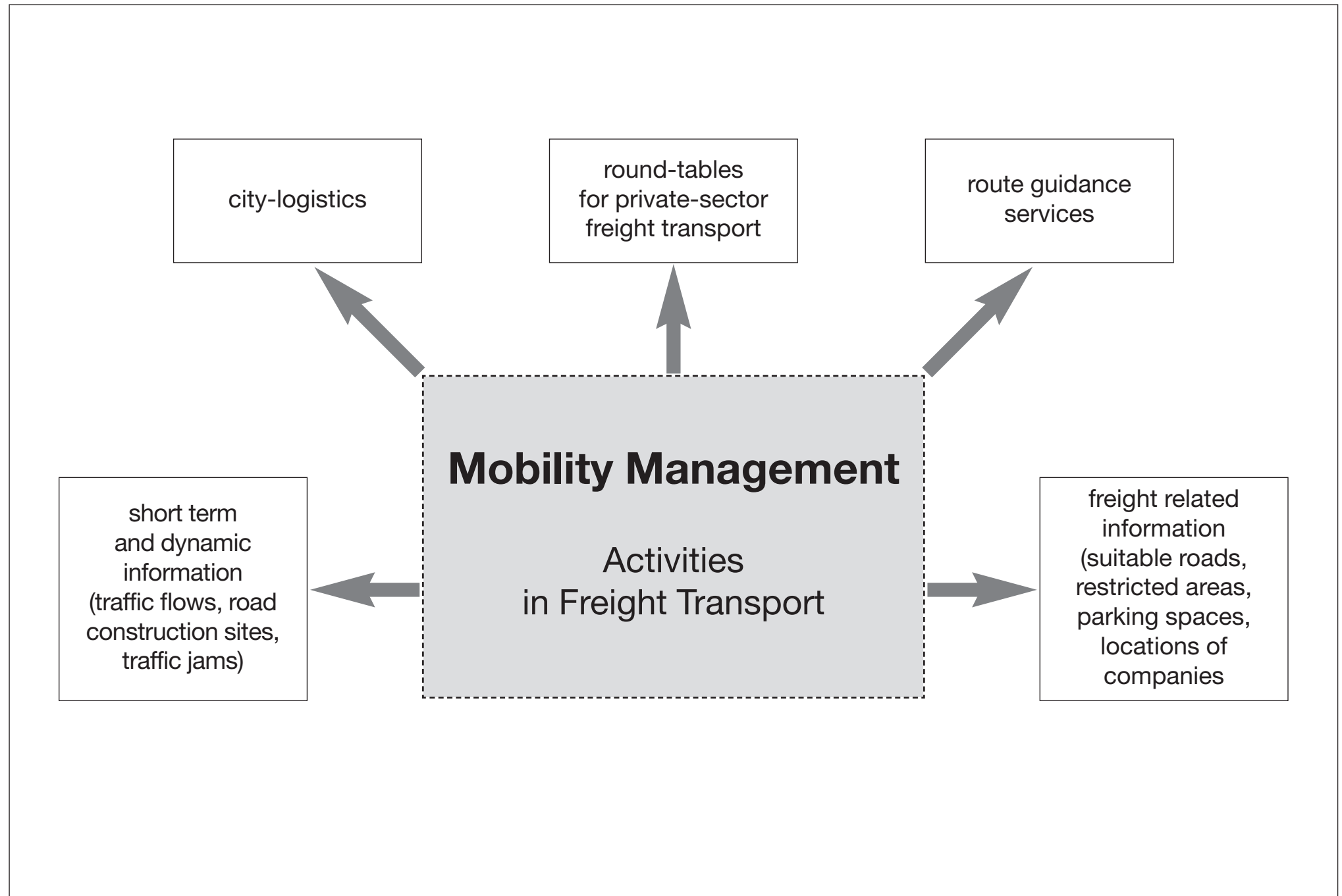
Seeing that there are more partners involved in goods transport processes than in passenger transport one should better concentrate on **organisation** and **co-ordination**. Organisational platforms can be created at private-sector level. Such platforms could include:

- ❖ **city-logistics**: co-ordinated bundling of goods delivery to the city-centre
- ❖ **round-table groups** at urban/regional level for private-sector freight transport
- ❖ **route guidance** services

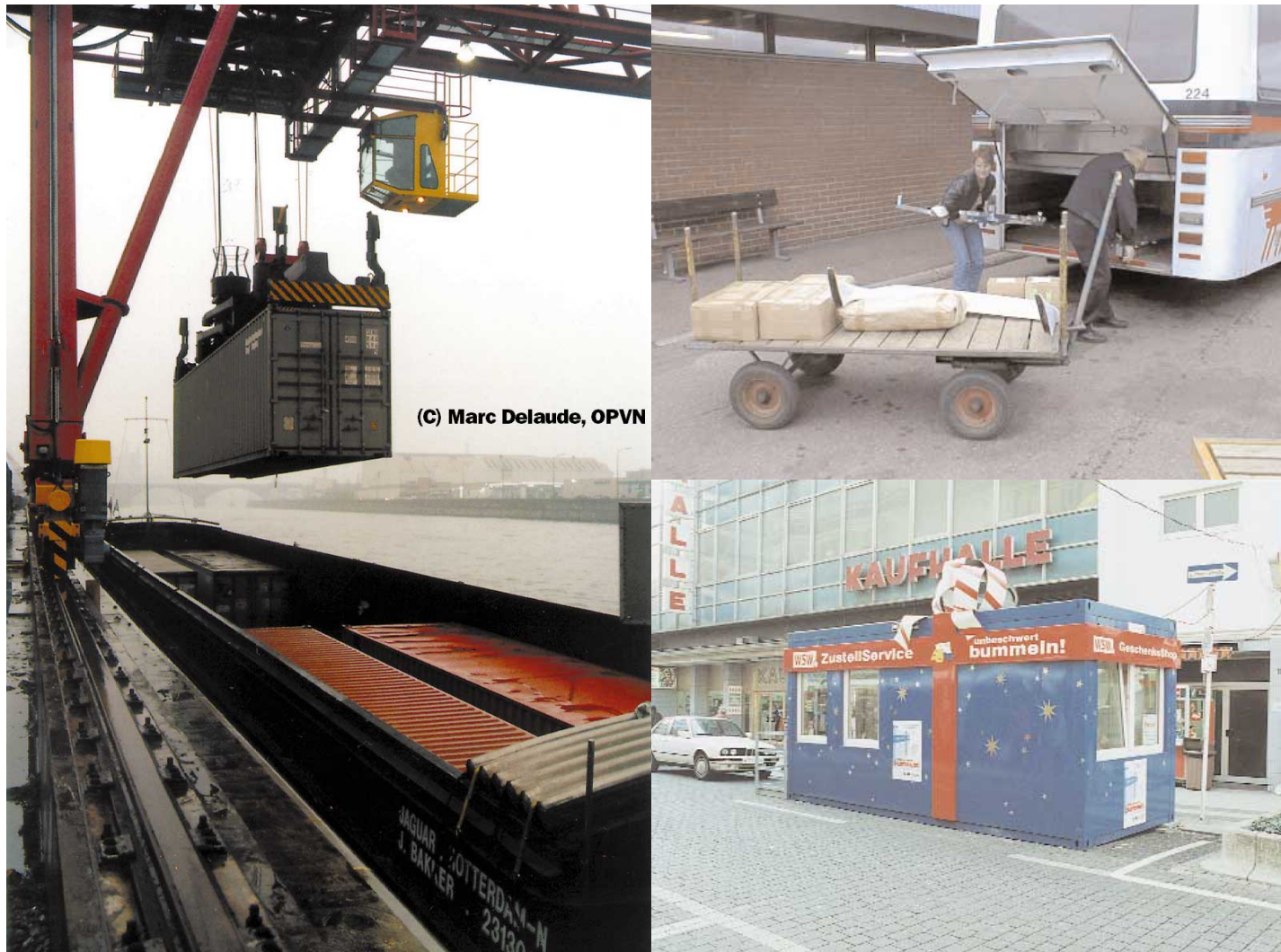
Information services should be tailor-made to the target groups:

- ❖ Local companies involved in freight transport are especially interested in **short term and dynamic information** about traffic flows, road construction sites or traffic jams. An important basis could be established by integrating concepts for a freight-transport-information system into other existing traffic management systems.
- ❖ Freight operators from outside the region often require **freight related information** like city maps showing suitable roads, restricted areas, parking spaces and locations of companies (e. g. by Internet). These information services can be combined with the Internet-presentation of other Mobility Services or general city-related information.

In terms of scope and from the point of view of competitive quality conformity, many Mobility Services required by freight carriers could be established and provided without a Mobility Centre, e. g. dynamic traffic information, training, instruction and consulting.

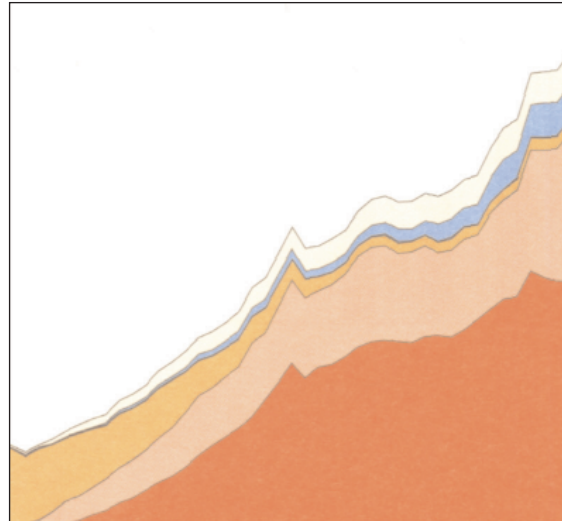








# Basic Conditions



# for Success

## 6.1 Issues to Address

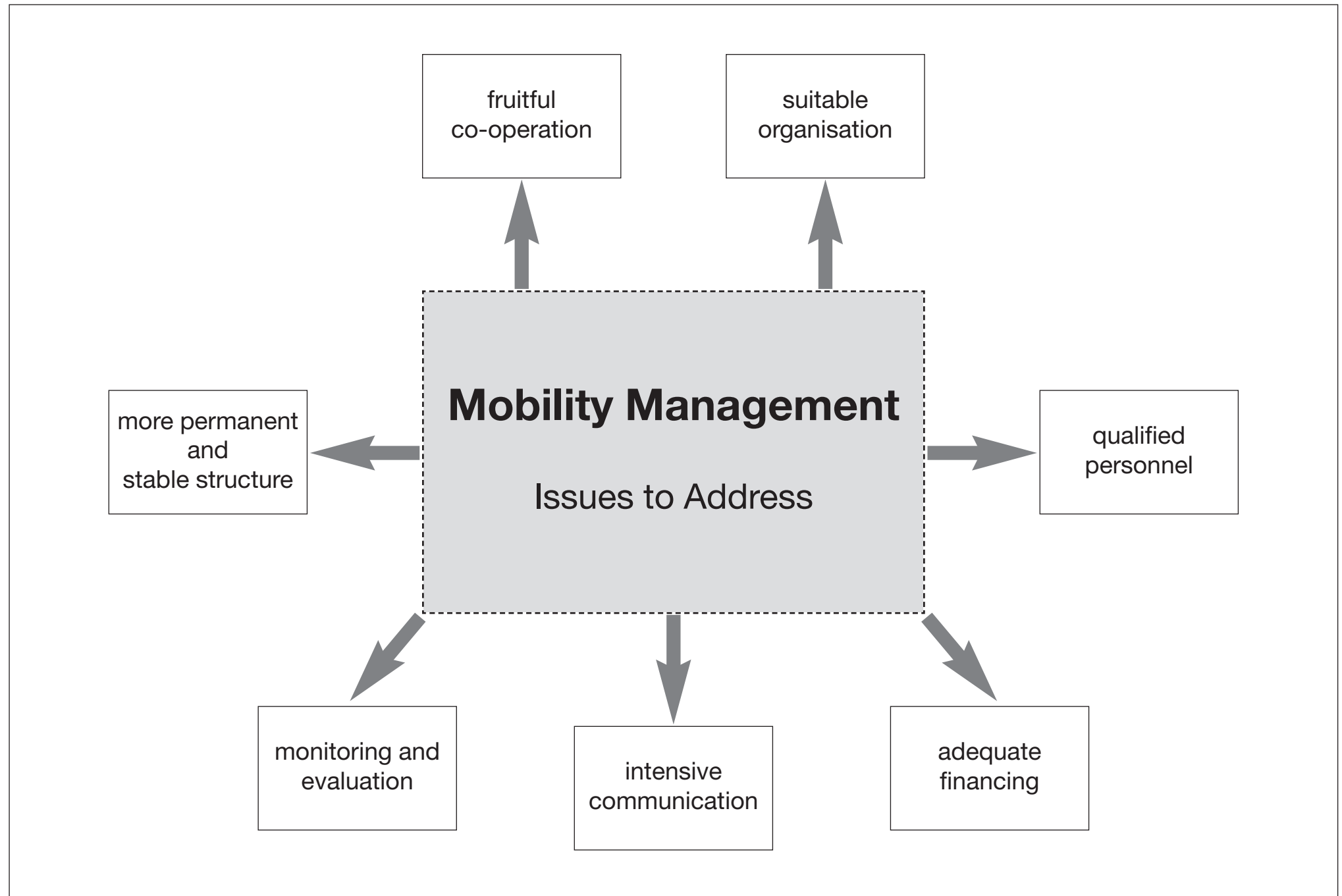
After introducing the different options within Mobility Management the task now is to implement and organise them. Here a number of important issues arise, which have to be tackled to be successful:

- ❖ As the approach is integrative, preferably a variety of services should be introduced. This can only be handled by a fruitful **co-operation** of various partners, for which interests, common goals and input have to be defined.
- ❖ A suitable **organisation** according to user needs and qualified **personnel** able to organise and communicate have to be found.
- ❖ Adequate **financing** both to start and operate (in the short and long run) a Mobility Management scheme must be secured.
- ❖ Because the approach is new, intensive **communication** should be established. Not only external marketing but also internal communication within the team and among the partners is absolutely necessary for success.
- ❖ While the Mobility Management scheme is running, **monitoring** and **evaluation** is essential to adapt to and communicate positive results.
- ❖ Many Mobility Management schemes start as (research) projects of limited duration. A key question to solve is how to maintain momentum and turn projects into a more **permanent** and stable **structure**.

The following two chapters will focus on these questions and suggest ways to deal with them effectively.

*For more information:*

→ Blueprint, Ch. 4.3, 4.4



## 6.2 Creating Alliances

Creating an **alliance** of different partners is the best way to ensure success for Mobility Management. Partners can bring in their specific competencies and increase public support. Potential partners will most likely be local/regional authorities, (public) transport companies, pressure groups or consultants (cf. 5.2). But co-operation of very different partners might also make implementation more complicated. The relationship among potential partners (e.g. co-operative, competitive) and their motivation should be taken into account in advance.

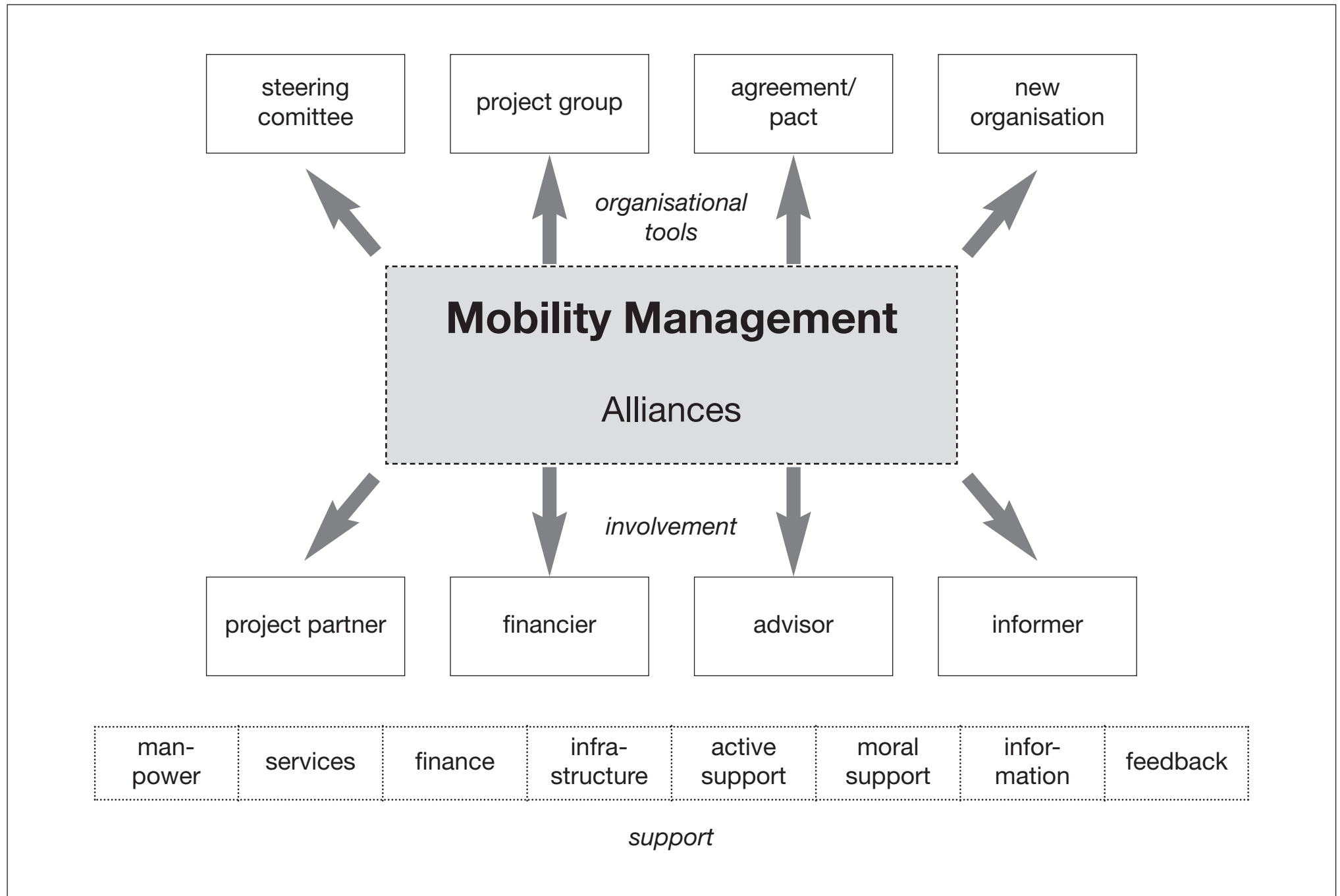
**Organisational tools**, which can be used to control the project and facilitate co-operation, are a steering committee or a project group, some kind of agreement or pact or even the building of a new formal organisation. The actual choice depends very much upon the kind of partners involved (public/private, small/large, commercial/non-profit, etc.), their number, their involvement and upon the size and scale of the project.

The **degree of involvement** (project partner, financier, advisor or informer) will vary, as will the respective possible support: the latter can be finance, manpower, infrastructure, services, active support, moral support, information or feedback.

To concentrate on a first range of services and successfully implement them, a **step-by-step approach** is highly recommended: starting out with a limited number of well-determined partners with high responsibility and with some assistance of other parties. More parties can be included as services gradually expand.

*For more information:*

→ Blueprint, Ch. 4.3.2







### 6.3 Qualified Personnel

As Mobility Management clearly is about the provision of services, based on communication and organisation, the **human element** is crucial for success. Qualified personnel ensures that the level and quality of service provided to the user as well as the quality of organisational and co-ordinating work in the background is adequate.

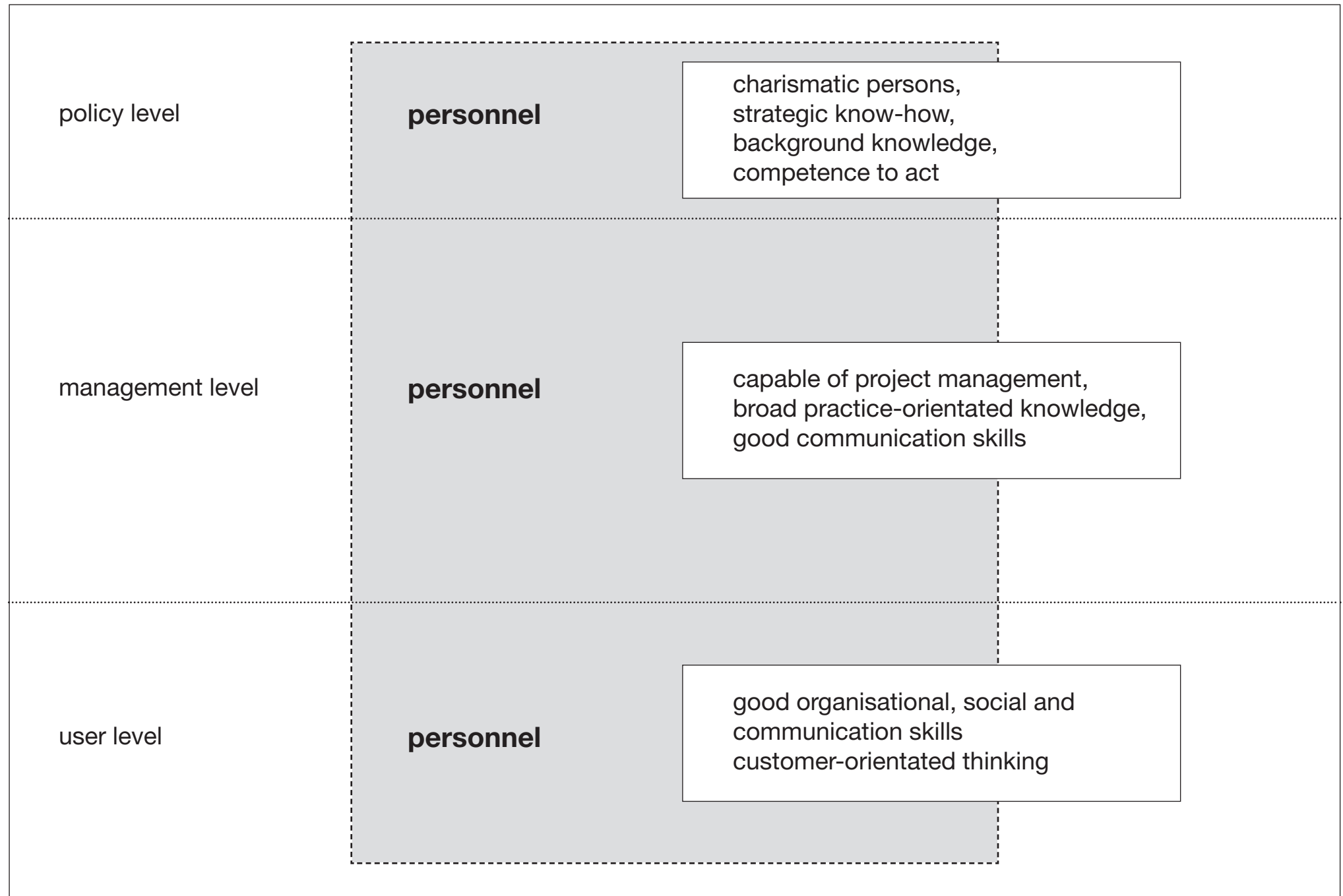
At an initial stage you may try to operate with **existing personnel** of partner organisations who might have to be specially trained depending on the complexity of tasks. This is a basic condition to keep the need for financing low. Further training or new staff with higher qualifications will be needed when Mobility Management expands, especially if the number and kinds of services grow. In Austria and in Germany, for example, special training courses in the field of Mobility Management have been developed in the last years.

We can distinguish three levels of tasks within Mobility Management. Therefore different profiles and **qualifications** for personnel are needed:

- ❖ At the policy level charismatic persons with strategic know-how, with background knowledge and competence to act are needed.
- ❖ At the management level one needs persons capable of project management, with broad, practice-orientated knowledge and good communication skills.
- ❖ At the user level people should have good organisational, social and communication skills and a customer-orientated thinking.

*For more information:*

→ Blueprint, Ch. 4.3.2





## 6.4 Sound Financing

As with every project, sound financing is a key issue. Without reliable funding, a good Mobility Management concept will stop short of achieving its goals. We have distilled three parts of the equation: The **need** for financing, funding **sources**, and very important in a practical sense, **accessibility** to financial tools.

**1)** Both the **initial** and **operating** costs of any Mobility Management need to be covered. The former refers to start-up costs, i.e. from the introduction of a Mobility Management scheme. These include the cost of conducting a feasibility study, developing an implementation concept, and costs for initial facilities and equipment such as a Mobility Centre. The latter consists of operational costs such as personnel, rent for premises, overhead expenses (maintenance, communication, equipment, etc.), production of information and awareness material, marketing or special incentives, etc.

The **magnitude of the costs** depends very much on the scale of the scheme: from a single awareness campaign or some other single service to a new full-blown Mobility Centre in a central city location, a variation from a five to seven-digit amount of Euros per year is possible.

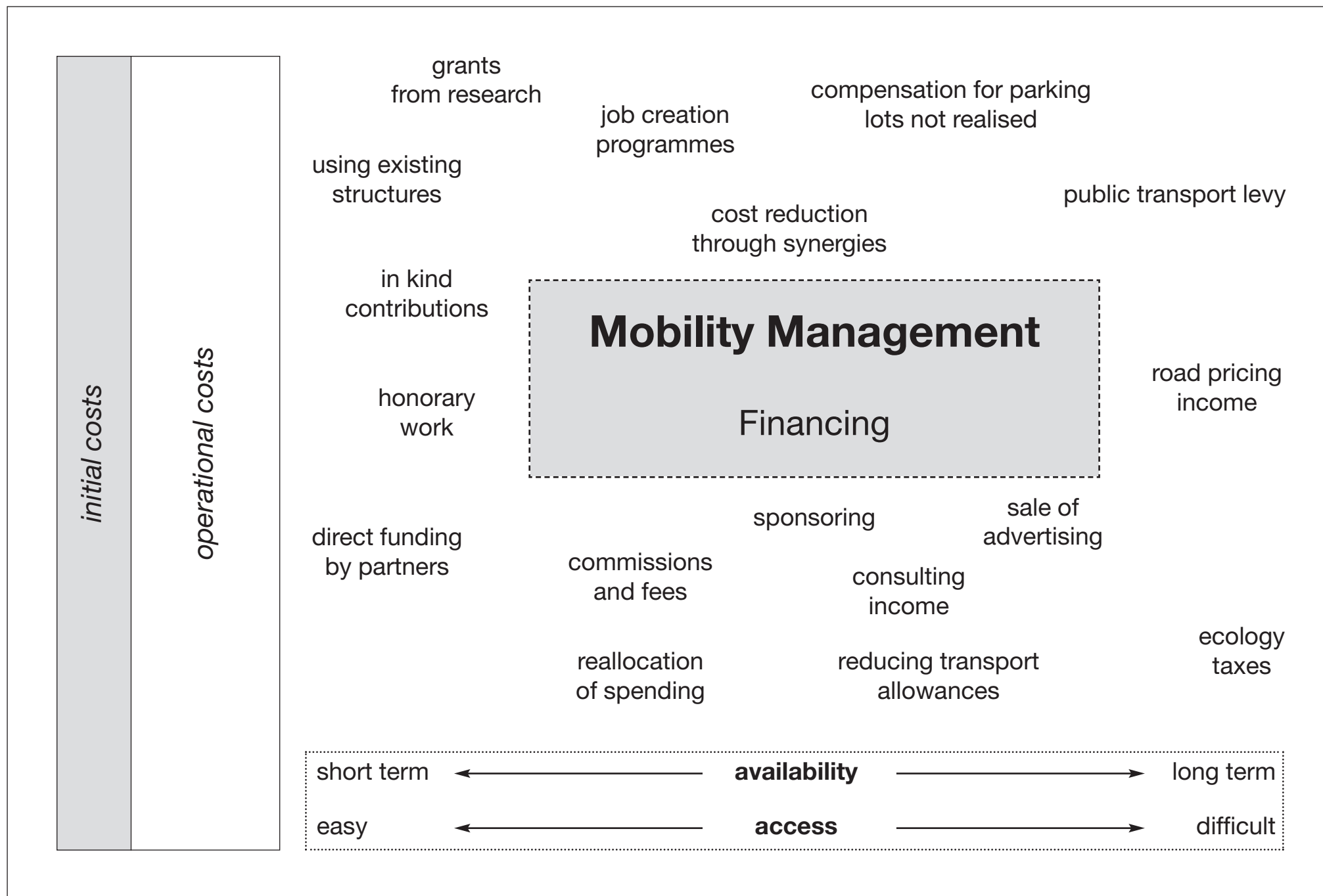
There are two basic possibilities **to minimise costs**: one is through the synergy of co-operation (an integrated Mobility Centre saves expenses previously spent on separate customer centres), the other is through the utilisation of existing resources (a person who dealt with business trips before is trained to be a Mobility Co-ordinator).

*For more information:*

→ Blueprint, Ch. 4.3.3

**2)** Sources for funding can vary substantially according to local conditions. One may use both tools for collecting funding, and/or a redistribution of existing expenditures (cost saving due to less parking space at a company). An important resource are all kinds of **grants** by participants or third parties. These can be financial or in-kind contributions - fees stemming from sources such as parking management or public transport levies, contributions from research boards, job creation programmes or even honorary work. Another contribution comes from **proceeds** of Mobility Management itself. The question if, for example, a Mobility Centre can be self supporting is being debated, but it seems to be very difficult in current framework conditions. Nevertheless, income from consulting activities, provisions for sales, rental and arrangements or sale of advertising could contribute a sizeable part of the budget. Lastly, we refer to the earlier comment on the possibilities for **cost-saving** as a financing tool.

**3)** In terms of long-term, stable financing powerful tools could exist to finance Mobility Management. These however may not be currently accessible. A change in tax legislation or road pricing income, for example, is in most cases not available on a short-term basis. Nevertheless, one may select partners and financiers based on their access to funding. In the long run when Mobility Management is more widely established, efforts (political and marketwise) should be made to secure dedicated funding streams.







## 6.5 Effective Marketing

**Marketing** in the broadest sense comprises all measures by which a company tries to achieve its aims. Herein **communication** plays an important role. Since we are often dealing with services new to the public or new in the integrated way or setting they are provided, their communication and **promotion** are major issues. A communication strategy should thus be developed at an early stage and revised regularly during the process. As they are the human face to MM, the qualification and communication skills of all personnel involved should not be neglected.

Generally we distinguish between communication *about* the Mobility Management scheme in general (e.g. marketing of a new mobility centre), and the promotion of the sustainable modes as one main activity of Mobility Management (e.g. an awareness campaign).

One may differentiate in terms of **internal** versus **external** communication.

Internally, there are two target groups:

- ❖ The **team**: Every person involved should be convinced of the quality of the services.
- ❖ The **partners**: Information and the consideration of each partner's individual interests is necessary to receive maximum support.

Externally, there are three main targets:

- ❖ The existing **user**: specific information should aim for the maintenance and expansion of existing services.

*For more information:*

→ Blueprint, Ch. 4.3.4

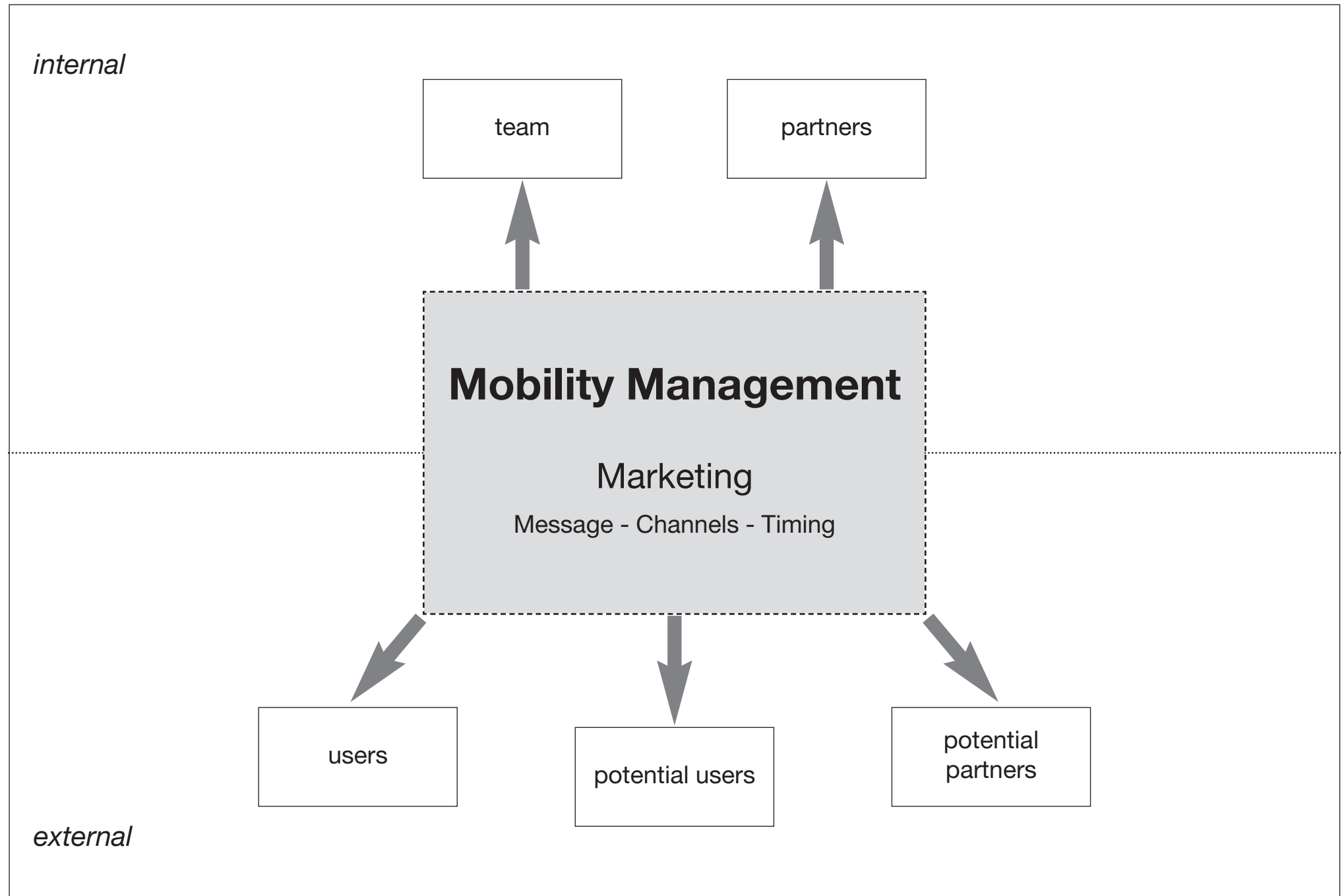
- ❖ The **potential user**: The aim is to convince more people of the individual benefits of a service and to create a positive feeling towards Mobility Management.
- ❖ The **potential partner**: To enlarge the alliance for Mobility Management and to be able to widen services and support for services, potential new partners should always be targeted.

Outside communication should always emphasise the existence, goals and justification of Mobility Management, as well as about the existence of services and activities and how to access them.

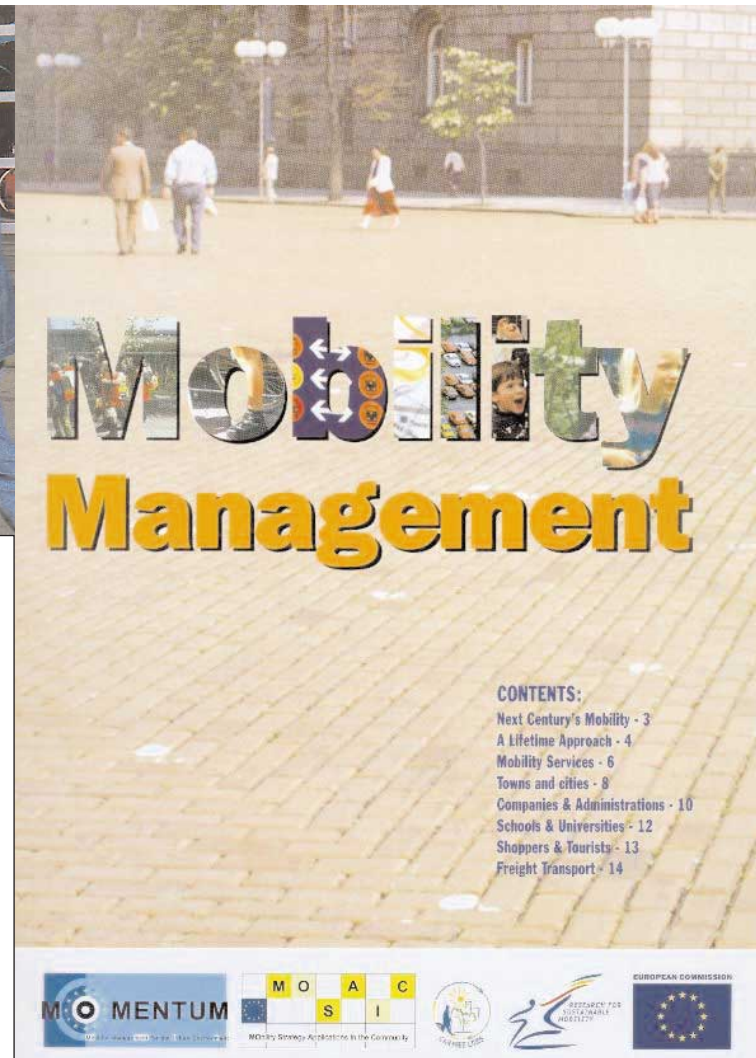
To deliver the **message** a clear Corporate Identity (such as name, slogan, logo, etc.) will help. The message itself and its content will depend on the type of site and the target group or trip purpose (e. g. for leisure trips the focus could be on having a good time, for commuters on fast and convenient travel and for business trips on efficiency).

The **channels** for communication and promotion can be many and for most purposes you will be using a mix of media. Printed material (leaflets, newsletters, brochures, posters, billboards etc.), face-to-face contact, phone, mailings, fax, e-mail, Internet, press, radio, television, teletext/videotext, etc. are among the options.

Lastly, **timing** is quite important. For every action it should be determined what the best moment is to launch a particular communication action.







# How to introduce



# Mobility Management



## 7.1 Overview

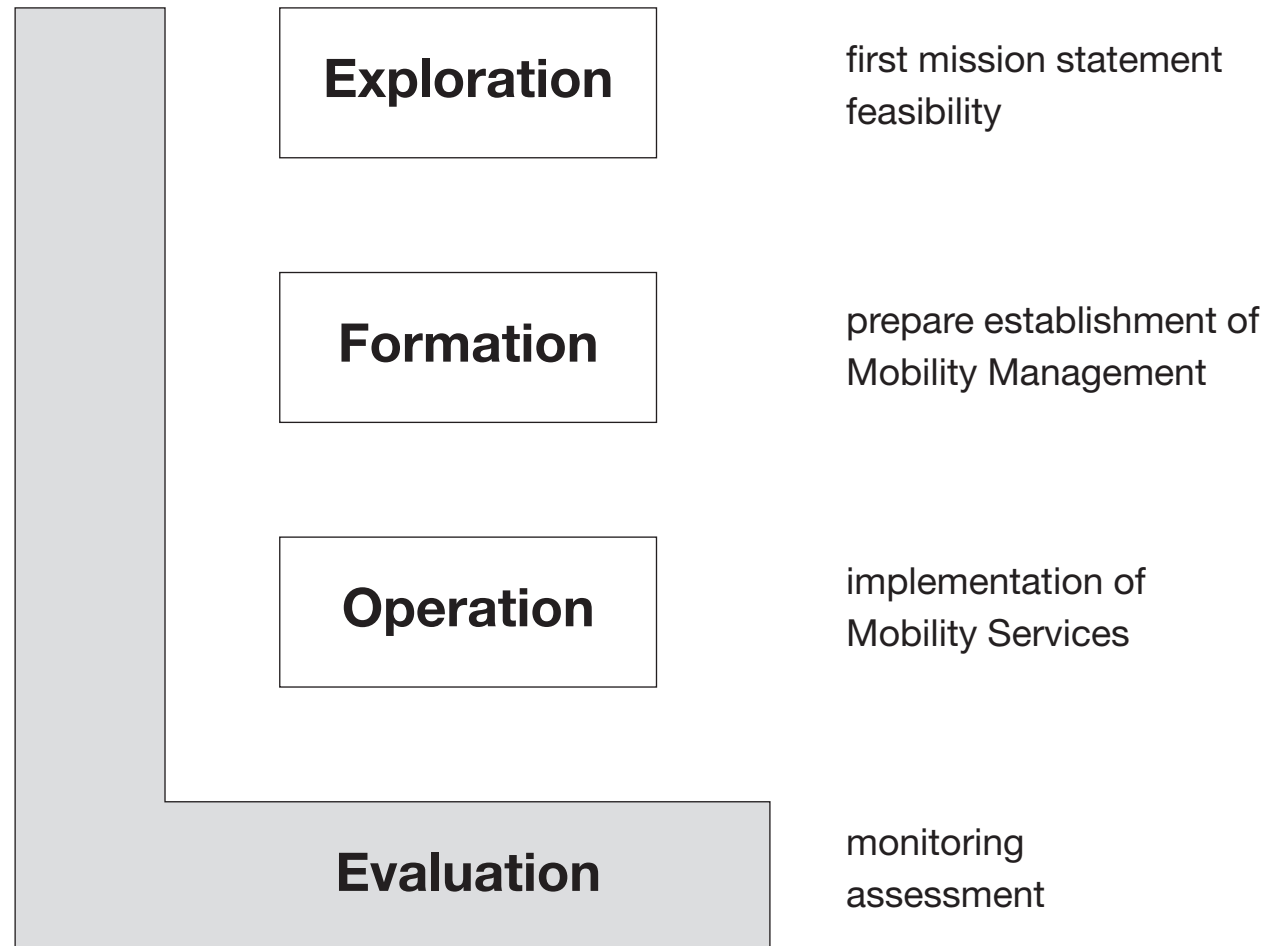
The actual implementation of Mobility Management usually goes through four - more or less distinct - **stages**.

- ❖ The **exploration stage** is that of project identification: describe your goals in a first mission statement and make a quick screening of the environment to determine the feasibility of Mobility Management.
- ❖ In the **formation stage**, prepare the establishment of instruments (cf. 5.3) and create alliances: based on the outcome of the feasibility study, revise the mission, negotiate finances, and set up an organisational structure.
- ❖ In the **operation stage**, develop an action plan, which starts with a thorough re-screening of the environment. After the negotiations of certain key elements actual implementation of the Mobility Services.
- ❖ In the **evaluation stage**, evaluate your Mobility Management scheme and adapt it. This does not simply follow the third stage. Throughout the whole operation, the project's progress should be monitored regularly.

It is important to realise that in reality the stages and the steps within the stages will not be sequentially ordered. There will be some loops where you have to go back to an earlier step and start again from there. It is very much an iterative process. Also, in practice the action will not always fully follow the course described below. All stages must (at least) be considered, though.

*For more information:*

→ Blueprint, Ch. 5



## 7.2 Stage I: Exploration

In this stage a first mission statement and a feasibility study are prepared. The final aim of this stage is to decide if and how a Mobility Management scheme could be started.

The initiator defines a **first mission statement** in very general terms on the basis of his/her own knowledge. This mission statement includes the following items:

- ❖ A description of the *problems* to be tackled and an identification of which bodies/organisations are involved.
- ❖ The *goals*: how could Mobility Management alleviate the problems stated above.
- ❖ *Arguments* to convince others to start with Mobility Management.
- ❖ The *environment* to work in: target groups, trip purposes and target destinations.

The next step is to make a rough **screening of the environment**, to decide whether your Mobility Management scheme is possible, which targets are not feasible, and whether you can find the support you will need.

Such a screening includes facts on:

- ❖ the *factual mobility and accessibility situation*: the number of people involved, (peak) times of travel, present state of the different modes of transport, etc.

*For more information:*

→ Blueprint, Ch. 5 I, Annex 4 A-C

- ❖ *policies and attitudes* of authorities, transport suppliers and site owners/occupiers as well as opinion leaders and the general public towards mobility and Mobility Management.
- ❖ *user needs*: what are the travel needs of and problems experienced by your target groups.

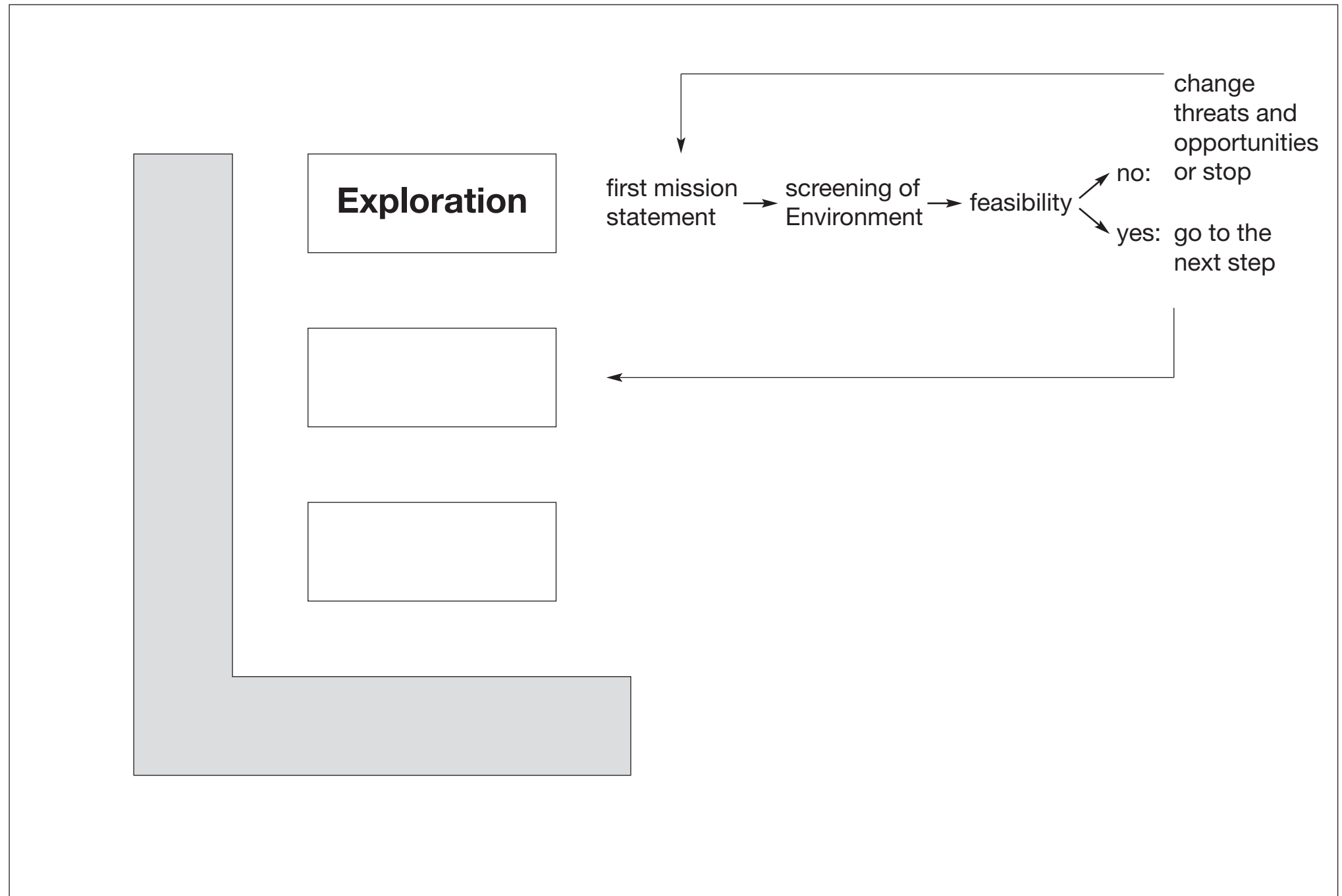
This information can be gathered through interviews with carefully selected key persons from the different sides and parties involved, and from a (small) survey or on-site analysis.

The **output of this screening step** is:

- ❖ An overview of the *possible conflicts and opportunities* for the different transport modes and Mobility Services.
- ❖ A list of possible *supporters and participators* and insight into their possible contributions.

These elements give an idea of the **feasibility** of Mobility Management, on the basis of which you take a decision:

- |     |   |
|-----|---|
| Yes | >> If Mobility Management seems to be feasible, you move on to the next stage - formation.  |
| No  | >> If feasibility is a problem, due to currently unfavourable (political) conditions, you may either address these conditions and start over when they become favourable, or stop entirely. |



### 7.3 Stage II: Formation

This stage starts with an **update of the mission statement**, based on the data and conclusions of the exploration stage. By now you will have a better view of mobility situation and the motivation of the parties involved. The revised mission statement should be made to fit the needs of possible supporters, participators, and very importantly, financiers.

In addition to the topics previously mentioned, this new mission statement should include a **proposal for a work plan and an organisational structure** for the Mobility Management activities you want to set up.

The *draft work plan* specifies:

- ❖ the actions that you want to develop
- ❖ how you will do this
- ❖ the possible costs and revenues

The *proposed organisation* could be

- ❖ a new institution (e. g. a Mobility Centre or Office) especially set up for this purpose
- ❖ the implementation of the new function of a Mobility Manager and/or Mobility Consultant or Mobility Co-ordinator within an existing organisation

The different components of the organisational structure (board, steering committee, staff, management, etc.) should be specified and the role of the different possible supporters and financiers in the organisational structure should be made clear.

*For more information:*

→ Blueprint, Ch. 5 II

With this mission statement, you can start **negotiating about financing and support**.



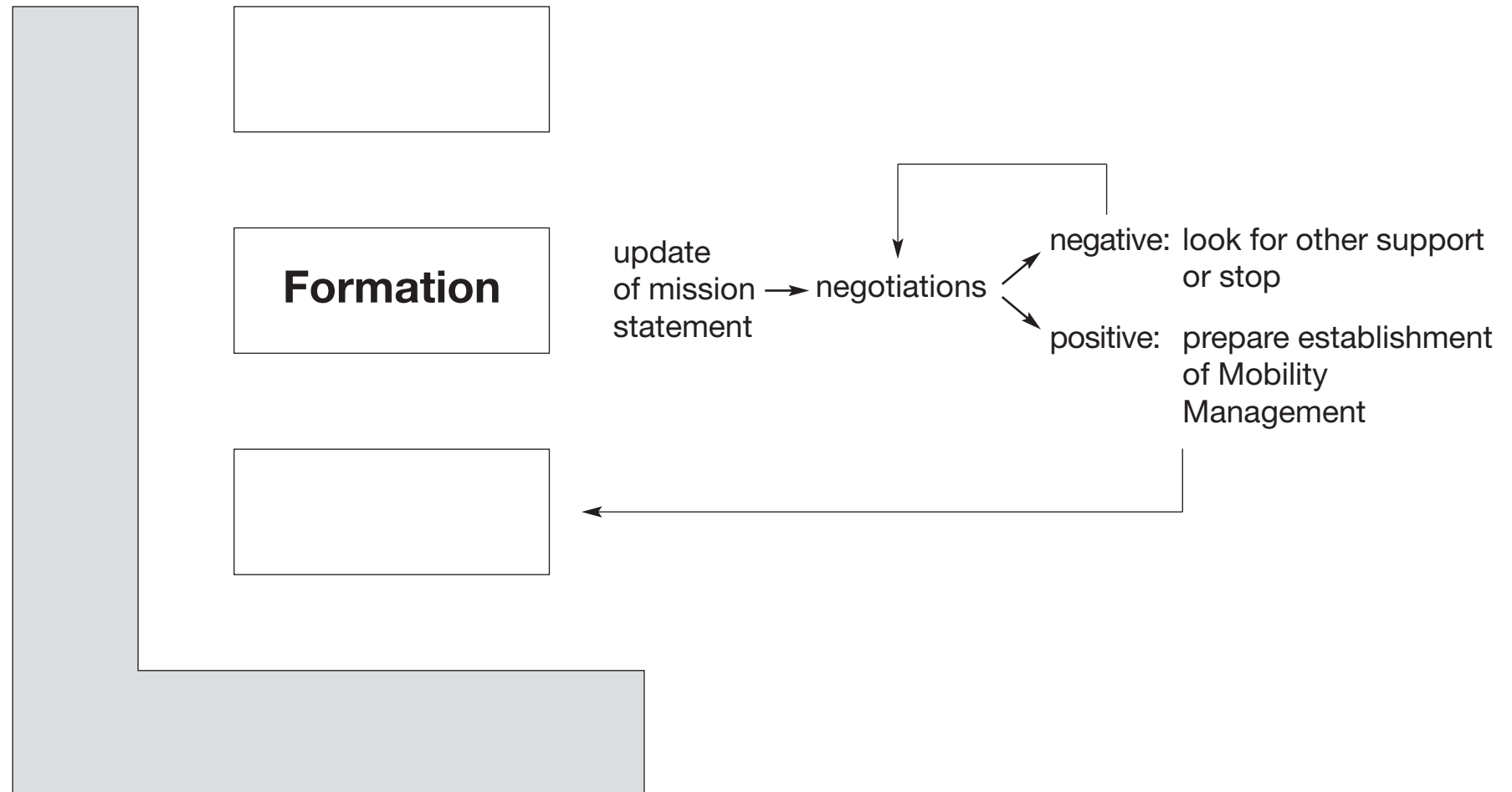
Based on the results of these negotiations, you again make a **decision**:

- No >> If you cannot obtain the necessary funding and support, you look either for other ways of financing, or stop.
- Yes >> If, the outcome of the negotiations is positive, you go on. It is very likely though, that you will have to adapt your scheme somewhat.

The last step of this formation stage could be the **setting up of a Mobility Centre or Mobility Office** which will implement the Mobility Services. This includes:

- ❖ developing a *marketing and communication profile*: name, logo, etc.; deciding on the different target groups, the general message, the communication channels (cf. 6.5).
- ❖ drawing up a long-term work and financial plan.
- ❖ implementing the organisational structure agreed upon (cf. 6.2, 6.4).
- ❖ *staffing and administrative preparation* (cf. 6.3): the latter involves legal and financial preparation, equipment of the Mobility Centre/Office, etc.

Now you are ready to develop your Mobility Services.



## 7.4 Stage III: Operation

In this stage, you are actually going to develop and implement your services. Prior to this, a thorough re-screening of the environment should take place.

### ***Re-Screening***

The **re-screening of the environment** has the same elements as the initial screening, but this time the target groups and respective services which were judged feasible in the initial screening are analysed more thoroughly.

The **mobility/accessibility** situation should be mapped carefully, more general in an urban/regional approach, more specific if site-based: e. g. main origins and destinations, public transport services available, number of parking spaces, etc. This can partly be done by looking at existing reports and statistics and partly by survey(s).

The knowledge about the **policies and attitudes of decision makers** that you gained in the first stage, should now be related to what you currently know about the opportunities.

The **user needs**, which were previously assessed by a few interviews, now have to be investigated more thoroughly. User needs not only refer to their obvious, practical travel needs, but also to more psychological needs (social status, image, etc.). These will also influence people's willingness to use a certain mode of transport.

*For more information:*

→ Blueprint, Ch. 5 III, Annex 4 D-F

## ***Action Plan***

The results of the re-screening will allow you to make an **action plan**. Now you more closely define the **targets** and **target groups** you want to serve. The aim is to be able to choose or design your service or product so that it fits the needs of the target group as well as possible, and to subsequently market this product or service.

Next you determine the **services and activities** that seem the most promising and feasible. Preferably the action plan includes:

- ❖ Services offered by your scheme (information, consulting, awareness, transport organisation, etc.) and the respective activities necessary.

When dealing with specific sites, framework conditions should be assessed:

- ❖ ‘Pull’ measures: minor structural or infrastructural improvements for the sustainable modes, including financial, physical barrier removal, or other incentives for the use of these modes.
- ❖ ‘Push’ measures: restraints for the use of the car, e.g. parking management and traffic calming.

Another part of that action plan is the **marketing and communication** of the services and activities (cf. 6.5). You should try to compose the right mix of messages and message carriers, in view, of course, of your budget and the sensibilities of your partners.

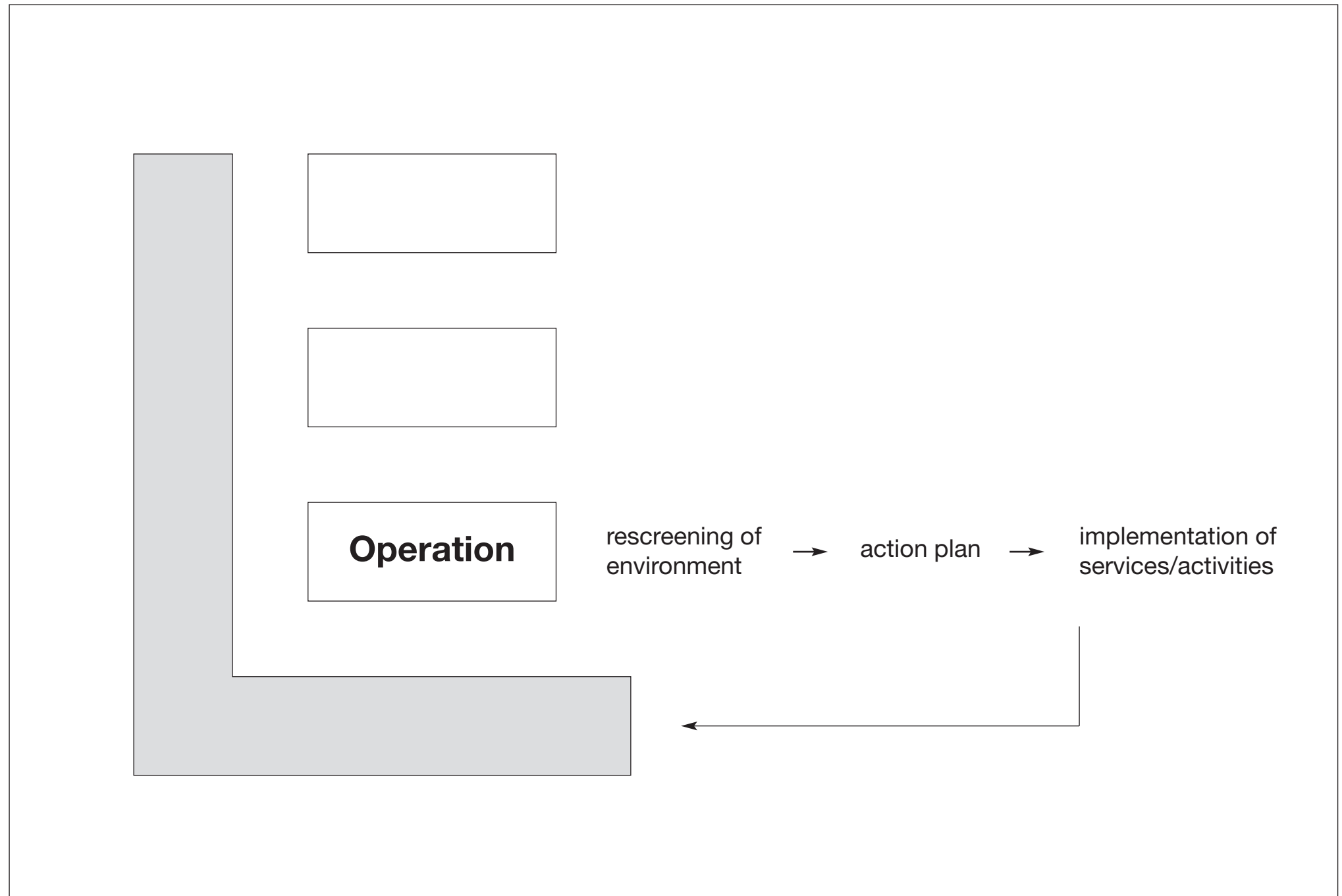
Lastly, for the points of your action plan that require the support of other parties, you will have to **negotiate** to obtain the necessary commitments.

### ***Implementation Plan***

Good timing and efficient procedures are crucial for the success and credibility of your Mobility Management scheme. This can be supported by an **implementation plan**, which describes, for every action of your action plan, all the different steps, the timing of each of these steps and the required human and other resources. It should also state clearly which actions are whose responsibility, what the cost in time and money for these actions is, and what is their justification.

Evaluation of your activities is very important. This will be dealt with in the next stage (cf. 7.5), but at this point in the Mobility Management operation, an **evaluation scheme** should be set up. Include specific goals and deadlines for each of the services and activities. Use the knowledge gained with the screening of the environment to set these targets.

You can now put your implementation plan into **practice**.





## 7.5 Stage IV: Evaluation

A constant monitoring of activities can help in finding, correcting and avoiding mistakes. It can also show developments, which partners will want to see as a prerequisite for further support. **Evaluation** thus is a continuous activity which should accompany all activities.

For every service or product that is offered the following aspects can be evaluated: implementation, communication material and its distribution, quality of services, quality of personnel, use of services, effectiveness (i. e. changes in attitude, policies or behaviour), efficiency (cost-benefit-ratio). For each of these a number of evaluation **criteria** may be specified. In some cases it is easy to come up with hard statistics, e. g. the number of calls to a new phone hotline. In others assessment will more likely be done in a qualitative way, e. g. changes in attitude judged through longer interviews.

A survey is among the most common **means of measurement**, although larger surveys can be quite labour-intensive. There are other possibilities such as external assessment by experts or some kind of internal assessment. In general there are **four phases** at which evaluation can take place:

- ❖ *before* implementation or *pre-testing*. This mainly applies to all the communication material that you design for your Mobility Management activities. You can ask representative members of the target group for comments about the prepared brochures for example.
- ❖ *during* implementation or *controlling*.

*For more information:*

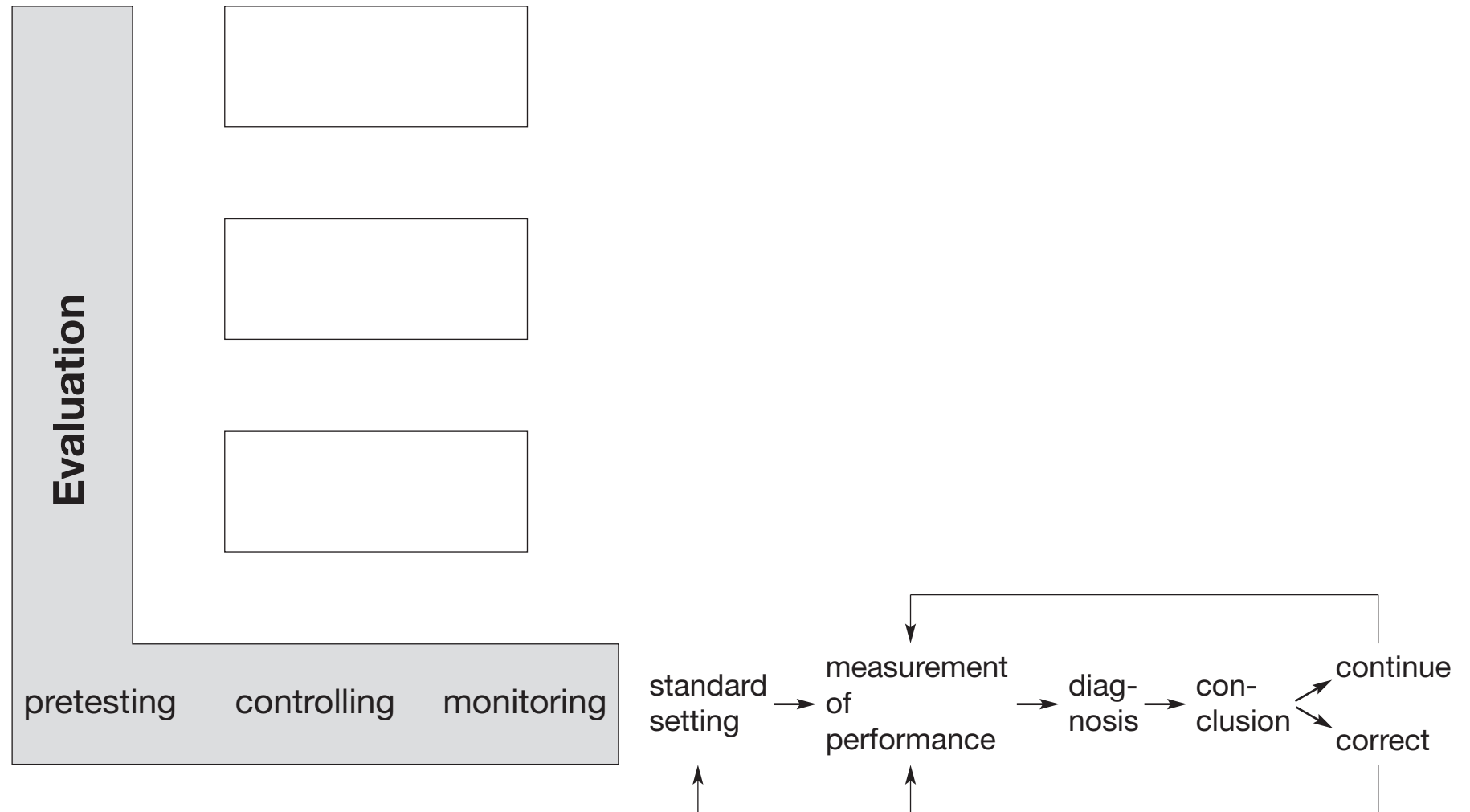
→ Blueprint, Ch. 5 IV, Annex 4 G-H

- ❖ *after* implementation, where the before and after situations are compared.
- ❖ *in the long run* or a regular *monitoring* of all activities (e.g. once a year) in order to be able to readjust according to changing circumstances.

Basically, there are four steps in each of the above evaluation processes:

- 1. Standard setting:** Identifying criteria and setting of standards against which your performance will be compared. This should be included already in your action plan.
- 2. Measurement** of performance and comparison of the results against the defined standards.
- 3. Diagnosis:** An assessment of which factors exactly caused the results.
- 4. Conclusions and corrections:** In the case of positive results of pre-testing and controlling you move on, and if necessary, repeat the control process later. In the case of negative results, you correct if possible and start a new evaluation cycle.

Once again it cannot be stressed enough that the preparation for evaluation begins long before Mobility Services are delivered. After all an 'after survey' that has nothing to compare to does not show anything.



## Glossary

This glossary explains the most commonly used terms in this manual. Words in *italics* are explained elsewhere in the glossary.

- ❖ **Demand orientation:** the focus for all measures within *Mobility Management* are individual mobility needs, i.e. the demand for travel to reach spatially separated places. Because Mobility Management tries to influence pre-trip mode choice, the resultant Mobility Services target certain groups or trip purposes.
- ❖ **‘Hardware orientated’ measures:** measures which rely on infrastructure, laws/regulations or pricing/financial schemes and which are more obligatory for the user. As in a computer system, ‘hardware and *software orientated*’ measures are interdependent.
- ❖ **Mobility Centre:** the operating unit for *Mobility Services* on an urban/regional level. Characterised by a multi-modal approach and public access by various means. Can be implemented in various forms and sizes. (cf. 5.3)
- ❖ **Mobility Consultant:** an intermediary role at an urban/regional level. Includes project management (at a lower level than the *Mobility Manager*) and service provision. Can operate from a *Mobility Centre* or in close co-operation with it. A main characteristic of this role is to actively approach households or sites. (cf. 5.3)
- ❖ **Mobility Co-ordinator:** an intermediary role on the site level, which can include the development and implementation of a *Mobility Plan* and/or a *Mobility Office*. A main characteristic of this role, besides providing services for site users, is to co-ordinate all *Mobility Management* activities for the *site*. (cf. 5.3)
- ❖ **Mobility Manager:** a supervisory role which includes overall responsibility for introducing *Mobility Management*, developing the overall scheme and promoting it, and serving as a key link between the policy and management level. The Mobility Manager has an important co-ordinating function. (cf. 5.3)
- ❖ **Mobility Management:** a primarily *demand orientated* approach to passenger and freight transport that involves new partnerships and a set of *tools* to support and encourage change of attitude and behaviour towards *sustainable modes of transport*. These *tools* are usually based on information, communication, organisation, co-ordination and require promotion. (cf. 3)

- ❖ **Mobility Management Scheme:** a project or (comprehensive) programme of *Mobility Management* for a certain region, city, quarter or site. Usually goes through a number of iterations. Through a MM scheme, a number of *Mobility Services* are introduced.
- ❖ **Mobility Management Tools:** all information, communication, organisation and co-ordination based tools which are used to facilitate the development and implementation of a *Mobility Management Scheme*.
- ❖ **Mobility Office:** the operating unit for *Mobility Services* at the site level. Characterised by a multi-modal approach and access only for site users. Can be implemented in various forms and sizes. (cf. 5.3)
- ❖ **Mobility Plan:** comprehensive document that indicates how to implement a *Mobility Management Scheme* for a specific *site*. The most common instrument for *site Mobility Management*. In general, can specify all measures that help to reduce motorised vehicle trips to and from the site. Should also be conceivable as a plan for a quarter of a city or for a certain target group. (cf. 5.3)
- ❖ **Mobility Services:** six types can be distinguished: 1.) information and advice, 2.) consulting, 3.) awareness and education, 4.) transport organisation and co-ordination, 5.) sales and reservation and 6.) (new) transport-related products and services. Each service is likely to be made up of a number of activities. The most important products offered through *Mobility Management*. (cf. 4)
- ❖ **‘Software orientated’ measures:** non-obligatory (optional) measures based on information, communication, organisation and co-ordination. Not based on infrastructure, regulatory or financial schemes, nor very far-reaching. As in a computer system, ‘software and *hardware orientated*’ measures are interdependent.
- ❖ **Site:** the place where a specific traffic generator is located, for example a company, administration, school, hospital, shopping centre, stadium, or event. (cf. 3.4)
- ❖ **Sustainable Modes of Transport:** walking, cycling, public transport, collective transport (paratransit, car-pooling, car-sharing) and intermodal combinations, i.e. all means of transport which contribute to the goals of environmental integrity, social equity and economic efficiency.

## Photo Index

*Photos are referenced for each photo page clockwise starting in the top left corner.*

- |     |         |  |
|-----|---------|--|
| 1   | page 8  | pedestrian zone in Graz, Austria; children playing in Alken, Belgium; street café in Münster, Germany; traffic calming in neighbourhood street in the Netherlands  |
| 2   | page 12 | traffic signs in Zürich, Switzerland; rail infrastructure in Norden, Germany; traffic sign in the UK; former intersection in Leopoldsburg, Belgium   |
|     | page 13 | information at Mobility Centre Mobil Zentral, Graz, Austria; communication at Mobility Centre mobilé, Münster, Germany; intermodal transport organisation in Münster, Germany; co-ordination in Coimbra, Portugal                        |
| 4.2 | page 31 | collage of information tools for (public) transport, various countries; accessibility map for the University of Coimbra, Portugal; leisure map for youth on public transport web site in Essen, Germany                                  |
|     | page 32 | consulting situation; employers' guide to green commuter plans from the UK; Mobility Consultant at work in Duisburg, Germany (© AG plan-lokal/Neues Handeln); leaflet on cycling into Heathrow Airport London, UK                        |
|     | page 33 | awareness campaign for alternatives on the way to work by the Dutch Transport Ministry; CD-Rom with a mobility game for children in Flanders, Belgium; call for modal shift on a Münster bus, Germany; National Bike Week 1998 in the UK |
|     | page 34 | co-operation of Car-Sharing and national rail in Switzerland; bicycle pools for school travel in Flanders, Belgium; joint offer of public transport and Car-Sharing in Zürich, Switzerland; Ecovia - Park & Ride in Coimbra, Portugal    |
|     | page 35 | (monthly) public transport pass in Rhine-Ruhr area, Germany; sales at Mobil Zentral, Graz, Austria; reservation centre of Mobility Car-Sharing, Switzerland  |
|     | page 36 | public transport pass with multi-modal incentives (Zuger Pass Plus) in Zug, Switzerland; combination of half price national rail pass with Car-Sharing, Switzerland; free citybike scheme in Copenhagen, Denmark (© Jugendring Dortmund) |



*Photos are referenced for each photo page clockwise starting in the top left corner.*

- 4.3 page 39 target groups: young and old; commuters; schoolchildren; students
- 4.4 page 42 trip purposes: commute; leisure, shopping; freight
- 5.3 page 63 Mobility Managers at work: Zug, Switzerland; Coimbra, Portugal
- page 64 Mobility Centres: mobilé, Münster, Germany; Ticketeria, Zug, Switzerland; MobiCenter, Wuppertal, Germany; MOVE, Duisburg, Germany (© AG plan-lokal/Neues Handeln)
- page 65 Mobility Offices: University of Coimbra, Portugal, Media Park Potsdam, Germany
- page 66 Mobility Consultants / Co-ordinators at work: mobilé Münster, Germany; MOVE Duisburg, Germany (© AG plan-lokal/Neues Handeln); USA; Zug, Switzerland
- page 67 bicycle route planner as part of a Mobility Plan for Janssen, Beerse, Belgium; map of employee places of residence as part of a company Mobility Plan in Ridderkerk, Netherlands
- 5.4 page 71 intermodal freight terminal; freight transport on public buses in the Halland region, Sweden; delivery service station in Wuppertal, Germany
- 6.2 page 77 project meeting in Coimbra, Portugal
- 6.3 page 80 training of personnel at public transport association Rhine Ruhr, Germany (© VRR)
- 6.4 page 84 EURO coins and banknotes
- 6.5 page 88 street advertisement for Mobility Centre in Graz, Austria; cover of MOMENTUM / MOSAIC brochure on Mobility Management; logo of Mobility Centre MOVE in Duisburg, Germany (© AG plan-lokal/Neues Handeln)



This **User Manual for Mobility Management** was conceived by the two research projects MOMENTUM and MOSAIC to help you understand the objectives and main elements of Mobility Management and how to implement such schemes. For that reason it is a balanced mix of text, graphs and illustrating photos. MOMENTUM and MOSAIC both have been funded under the European Union's Fourth Framework Transport RTD Programme.

The manual covers the aspects of **Why?**, **What?** and **How?** to guide you through Mobility Management. A greater part is devoted to how one may actually implement Mobility Management, and what issues you will have to consider.

Although all necessary subjects in connection with Mobility Management are covered, this manual cannot answer every possible question, especially considering the various possibilities for Mobility Management in different European countries. Therefore reference is made to other parts of the MOMENTUM / MOSAIC dissemination package.

*For more information:*

- ❖ Other **MOMENTUM / MOSAIC reports** on this CD-Rom  
(for specifics see Introduction p. 5)
- ❖ Brochure:  
**Mobility Management**  
MOMENTUM (MOSAIC) 1999
- ❖ **Contact:**  
see addresses on this CD-Rom

