

D7: Key Recommendations from MOST

Design, implementation, monitoring & evaluation of future mobility management projects

Combined Report of
Workpackage 2 “Policy and Implementation” and
Workpackage 3 “Monitoring and Evaluation”

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MOST

MOBILITY MANAGEMENT STRATEGIES FOR THE NEXT DECADES

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Executive Summary

Mobility Management is an increasingly important means by which traffic and mobility problems can be reduced. It supports and encourages change of attitude and behaviour towards sustainable modes of transport. Mobility Management is primarily a demand-orientated approach to passenger and freight transport. Its tools are usually based on information, communication, organisation, co-ordination, and require promotion.

As a Demonstration and Research Project, MOST tested Mobility Management under different local conditions and applied it to a large variety of target groups, e.g. students as well as tourists or employees. The impacts of the different Mobility Management strategies chosen by the 30 MOST partners were evaluated and interpreted in a comprehensive approach, barriers and success stories were analysed. On this basis, general recommendations for future Mobility Management projects were extracted. They are the core subject of this report:

The **initiation of a Mobility Management project** should start with the formation of an appropriately qualified and staffed working group with clear responsibilities. It should be lead by one main key actor who has the space (i.e. time, finance and official support) to take initiatives, involve all relevant partners and coordinate between them. To involve different stakeholders from the beginning and provide for good coordination among them is a key factor for success (PT providers, transport admin, departments of the company or city, external consultants/universities or user groups). Stakeholders' perspectives need to be voiced in order to have all different viewpoints represented, to minimise the risk of objections at a later stage, and also to provide data, information, technical and financial assistance, political support or manpower for the actual implementation. In addition, users play a special role, as they are those to whom the future services should be targeted to: they guide you in terms of what to plan in a targeted way, which will guarantee to select the most appropriate services. From the beginning, it is important to clearly define the problem which is to be tackled by Mobility Management and to incorporate it into a mission and vision statement. This statement should be built on consensus by all stakeholders and will accompany the promotion of the project and the whole implementation process.

In order to **plan the specific strategy** it is recommended to do a base line study to analyse current mobility behaviour and future needs. It also serves to sensitise local politicians or PT providers as to the necessity of implementing it. The base line study results (together with the mission and vision statement) further help to define the specific project objectives. Those objectives should be quantified and measurable, and can be set for different levels of change: knowledge of a service (e.g. % of citizens knowing of a mobility centre), usage (e.g. no. of students using a university bus service from the city centre), satisfaction (e.g. satisfaction with the city buses among commuters), individual behaviour (e.g. car usage among employees travelling to work), system impacts (e.g. travel time during peak hour from city centre to airport). These objectives will help to clearly target the project, to define the most effective strategies to tackle them and to set a benchmark against which project results can be measured. Later in the implementation process, it will help to adjust Mobility Management measures and instruments based on the initial progress towards the objectives.



When designing the Mobility Management project, it is essential to specifically regard the target groups, for whom the Mobility Management **services** are implemented: When approaching staff and employees of companies, PT related services and work place travel plans seem to work well. For young pupils, accompanied travelling in groups by bike or on foot can address the fears of the parents with respect to traffic safety. Tourists and visitors can primarily be supported in a more sustainable choice by improving PT services: providing combined tickets or establishing specific services like a tourist bus. Services that proved successful for residents were car sharing or access restrictions for cars combined with improved PT services.

Progressing from the base line study, a **mobility plan** then specifies concrete actions to be taken, responsibilities, schedules etc. It should be used regularly to measure progress and needs to be reasonably flexible, to be revised or adapted when warranted (e.g. by unforeseen developments). It is recommended to have a fixed **site location** as a headquarter, from where Mobility Management is coordinated. It can be open to the targeted user-groups for suggestions or complaints. If utilising a mobility centre, their main advantage compared to common information hotlines of PT providers needs to be specifically promoted: knowledge of a mobility centre can be expected to be 30 %, whereas far fewer people usually know of Mobility Management services other than those offered in relation to PT services. Therefore, the implementation of a mobility centre should stimulate the demand for a one-stop-service for all aspects of mobility.

Continuous **assessment activities** should be taken to measure the progress against the pre-established objectives, to modify and improve the project, to compare forecast impacts to actual results and to assess cost effectiveness of the actions taken. These activities comprise the user needs analysis before the implementation as well as monitoring (compilation of data before and even during implementation), and evaluation (analysing and interpretation of actual results after Mobility Management is up and running). Success is again measured by looking at different levels of change: knowledge, usage, satisfaction, individual behaviour or system impacts.

Apart from measuring these concrete results, a further assessment of the implementation process helps to analyse strengths and weaknesses in 1) the project coordination, 2) project design and strategy, 3) human resources management, 4) management of partnerships and finances, or 5) the quality of the implementation process to more efficiently focus manpower and support.

While some of the above recommendations might seem like everyday reasoning, they are often not considered in practise. The MOST partners faced such difficulties although good guidance was guaranteed through previous Mobility Management projects, expertise of the partners or assistance of the management committee. We hope, that this report, by providing a coherent and comprehensive collection of recommendations, will support future Mobility Management projects to better achieve their objectives.



Where to find what in this report

The report is structured and written in a manner similar to a basic guidebook, in the sense that it reflects the step-by-step process of executing a Mobility Management project.

After a short introduction in chapter 1, chapter 2 addresses the initiation of a Mobility Management project, covering the main issues that are encountered when “Getting Started”. Practical experiences and key recommendations follow.

Chapter 3 examines the implementation stage, and considers it as a two-step process – “Planning” and “Design”. Section 3.1 (Planning) assesses stakeholder involvement, base line studies and the definition of objectives. Section 3.2 covers Mobility Management Instruments and Services. Throughout the chapter, examples are provided from MOST participants, and the chapter concludes with key recommendations for the implementation of Mobility Management projects.

Chapter 4 explores monitoring and evaluation, key issues for practitioners, but which are also of interest to policy makers. The reasons for monitoring and evaluation, and the methods used to conduct these activities are covered in depth. Self-evaluation and its benefits are also considered.

The report concludes with Chapter 5, which concisely summarises the key conclusions of the report, and the essence of the MOST project.

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