



Deliverable 2
State-of-the-Art Review

FINAL VERSION

TAPESTRY
Contract No: 2000-RD.10988

ANNEX A
RECENT EU RESEARCH PROJECTS

July 2003

CONTENTS

1. INPHORMM PROJECT	3
1.1 Objectives and overview	3
1.2 Review of organisations running campaigns	4
1.3 Development of a model.....	6
1.4 Concept Campaigns and Guidelines for different organisations.	13
1.5 Pilot Study in Chisinau – Moldova.....	18
2 CAMPARIE PROJECT	20
2.1 MIRTO prototype	21
2.2 The Case-Studies	25
2.3 Evaluation Framework	35
2.4 Recommendations and guidelines	37
3 OTHER EU PROJECTS	41
3.1 Introduction	41
3.2 Project Summaries.....	42
4 REFERENCES	72

1. INPHORMM PROJECT

1.1 Objectives and overview

INPHORMM (Information and Publicity Helping the Objective of Reducing Motorised Mobility) investigated how transport information and publicity campaigns can influence peoples' awareness, attitudes and travel behaviour – and encourage cycling, walking and the use of public transport. It was one of the first projects to look at these issues to be funded by the European Commission, under the Transport RTD 4th Framework Programme. The project started work in February 1997 and was completed at the end of February 1999.

The project partners were:

Project Co-ordinator: University of Westminster, UK

Other full partners:

Socialdata, Germany

Environment, Transport & Planning, Spain

T.E. Marknadskommunikation, Sweden

Associated Partners:

Hampshire County Council, U.K

Hertfordshire County Council, UK

Azienda Consorzio Trasporti Veneziano, Italy

Ayuntamiento De Donostia, San Sebastian, Spain

Primaria Municipiului, Chisinau, Republica Moldova.

1.1.1 Objectives

INPHORMM had the following objectives:

1. To provide a generic classification of information and publicity tools that can be used in a transport context to influence travel behaviour;
2. To identify key target groups and the ways in which travel behaviour might be influenced by information and publicity initiatives;
3. To provide a comprehensive review of different kinds of information and publicity campaigns, and the policy objectives that they are seeking to achieve;
4. To identify and describe a range of case studies demonstrating good (and bad) practice;
5. To develop a general model setting out relationships between objectives, information and publicity strategies, use of specific tools and likely outcomes;
6. To develop a number of 'concept campaigns' to illustrate how the principles derived might be applied in selected situations;
7. To ensure widespread dissemination of the findings among relevant public and private sector organisations.

1.1.2 Overview of Research Work

INPHORMM had 6 main elements:

- A review of the types of organisations involved in producing transport information or running campaigns.
- A detailed study of some 30 case studies or examples of campaigns from throughout Europe
- The development of a general model for information and publicity strategies
- Outlines of three ‘concept’ campaigns:
 - Public awareness campaigns
 - Campaigns to targeted groups and settings
 - Individualised campaigns
- The development of guidelines for different types of organisation on the use of communications tools
- A pilot study in Chisinau, Moldova, to develop a new public transport network map and to create a new public transport information and marketing unit within the Public Transport Authority.

These elements are set out in more detail in the following sections.

1.2 Review of organisations running campaigns

The first part of the project concerned a review of the different sort of organisations involved in developing travel information or running awareness or marketing campaigns to encourage the use of sustainable modes and a reduction in car use. The work of over 150 organisations was reviewed, from Austria, Germany, Scandinavia, Spain and the UK. 120 campaigns were included, mostly from the period 1993-1998. The organisations reviewed included both public and voluntary bodies and ranged from passenger transport operators, businesses and environmental groups from each of the partners’ countries.

The following matrix was used for the review:

Table A1.1: INPHORMM: Review Matrix

WHO?	AUDIENCE?	WHY?	HOW?	WHEN?	EVALUATION?
Type of Organisation and role	Customer/target group, or settings	Primary and secondary objectives for the campaign	Approaches and methods used; and key messages	Timing and phases	Assessment of change and measures of success

The campaigns and programmes often combine different objectives. Such objectives may include: bringing about a modal shift in favour of alternatives to the car, environmental objectives (e.g. improving air quality, reducing energy consumption), and economic objectives (e.g. to increase public transport use, boost business efficiency). Additional objectives include health or social objectives (increase physical activity levels or to improve

accessibility) and community participation in areas such as traffic reduction or local transport plans.

Target groups also varied greatly, depending on the type of organisation and the objectives of the campaign. INPHORMM identified many local authorities' campaigns aimed at 'the general public'. However, the trend towards more focused initiatives, looking at key settings such as schools, businesses or defined geographical areas was also noted. The review highlighted the tendency for public transport operators to target existing users and to use promotional techniques to increase their revenue. Environmental organisations and other pressure groups in favour of cycling and walking were more likely to target decision makers and the media to press their case for change, as well as people at a local level through cycling and walking clubs, networks and joint initiatives with local authorities. Finally, institutions and businesses target their own employees and visitors to their sites. Often partnerships may be forged with local authorities or public transport operators for specific events or to develop a green transport plan.

Communication methods and tools ranged from the traditional posters, leaflets and advertisements, to the use of interactive CD-ROMs or the Internet to provide transport information or to raise awareness. INPHORMM also recorded the trend towards campaigns which developed over time, first using messages focusing on the problems of traffic growth and then more "fun" or "lifestyle" ones, presenting the advantages of using alternative modes as a positive solution.

The review found that monitoring and evaluation of information or marketing/publicity campaigns was hardly developed at all. Many organisations had not evaluated the impact of their campaigns on travel behaviour. However, there were some examples of campaigns which had sought to measure change and which demonstrated how campaigns can result in changes to people's attitudes and behaviour. Examples of these changes include:

- **Political change** e.g. changes in politicians views on the need for sustainable transport policies or funding for campaigns;
- **Social and institutional change** e.g. increasing the number of schools, businesses and other institutions accepting the need to develop a green transport plan;
- **Increased knowledge and awareness** e.g. awareness of public transport services or sources of transport information; knowledge of the negative effects of traffic growth;
- **Changes in public attitudes/ acceptance of the need for change** e.g. more positive perception of public transport, cycling or walking; acceptance of the concept of traffic reduction;
- **Environmental / Health improvement** e.g. improvements in individuals physical/mental health due to more physical activity (cycling, walking) or reduction in cycle / pedestrian accidents;
- **Changes in individual behaviour** e.g. increased use of public transport or levels of cycling and walking, participation in programmes to promotes sustainable modes.

The second part of the review looked at 30 projects, campaigns or programmes in more detail. Five categories were established:

- General awareness campaigns – multi-modal
- General awareness campaigns – single mode (cycling, walking, public transport or car-sharing)

- Campaign and programmes targeting key settings (workplace and schools)
- Campaign and programmes targeting key groups and individuals
- Transport information programmes
- Examples from health and environmental campaigns

Examples from the USA and Australia were also included.

This more detailed investigation was designed to identify factors which were crucial for the success of transport information or publicity / marketing campaigns, in order to be able to develop a general model of travel behaviour and the good practice guidelines for the different organisations.

A number of conclusions were made at the end of the review and the more detailed study. The most significant were:

- Public awareness of the problems caused by motorised mobility and the creation of an ‘environmentally-friendly transport climate’ among a community are a pre-requisite for widespread, sustained behaviour change.
- Practical advice and ongoing support are essential if organisations and individuals are to maintain changes in travel behaviour. The evidence also suggests that complementary coercive measures to restrain traffic may also be required.
- Among the most effective campaigns and programmes are those co-ordinated by partnerships (such as between operators and site-owners or between Local Authorities, environmental groups and operators) – where information and publicity is co-ordinated, consistent and sustained.
- ‘New ideas for travel’ are often not accepted immediately through simple promotions. Where new services, facilities or modes (such as car-pooling or park and ride) are introduced, a dialogue needs to be established with individuals and communities to understand the perceived costs and benefits of changing to the new service/mode.
- Information, marketing and community education programmes need to become an integral element of transport policy and planning – and form part of the implementation of all new systems and infrastructure, to maximise the impact of ‘physical’ measures

1.3 Development of a model

The review helped to inform the development of a model for changing travel attitudes and behaviour using communication tools. This is summarised in Table A1.2 and then explained in more detail in the section that follows.

Table A1.2: A Model for Changing Travel Attitudes and Behaviour

<p>Starting Point for Action: Why use communication tools to reduce car use?</p> <p>The problems of increasing car use The need to reduce car traffic The role of 'soft policies' in transport planning</p>		
<p>Principles Understanding mobility behaviour</p> <ul style="list-style-type: none"> Defining mobility The potential for change Perceptions of mobility Perceptions of different modes The effects of small changes Different trips, different modes 	<p>Influences on attitudes and travel behaviour</p> <ul style="list-style-type: none"> Public opinion Community culture Key actors and organisations Local networks The organisation using 'soft policies' The existing infrastructure Transport policy and plans 	<p>Principles of communication</p> <ul style="list-style-type: none"> The link between attitudes and behaviour Communication as a process Raising public awareness Personal concern and social acceptance Customised information and motivation The elements of the communication process
<p>Strategy</p> <p>How can communication programmes help to encourage behaviour change?</p> <p>The importance of 'soft policies' Linking hard and soft transport policies Changing the image of sustainable transport</p>		
<p>A Framework for Planning</p> <ul style="list-style-type: none"> Adapting to public opinion Using transport plans and other policies Setting goals for achievable change Planning phased communications (step-by-step) Campaigning for the campaign Targeting audiences and settings Joining forces with other organisations Using different media & methods Challenging opposition to change 	<p>A Platform for Action</p> <ul style="list-style-type: none"> Key messages or themes Building interest and understanding Useful facts and figures Encouraging new thinking The arguments for change The influence of others mobility ('passive mobility') Community values Empowering the majority 	<p>Monitoring & Evaluation</p> <ul style="list-style-type: none"> Reasons to evaluate Options for evaluation Process measures Outcome measures Mobility indicators Measuring success
<p>Implementation</p> <ul style="list-style-type: none"> Co-ordinating programmes Objectives and Goals Audiences Themes and Messages Communication tools 		

1.3.1 Principles

These are grouped under three headings:

- Understanding mobility behaviour
- Influences on attitudes and travel behaviour
- Principles of communication

1.3.1.1 Understanding mobility behaviour

Understanding mobility is the starting point for identifying the opportunities for changing mobility behaviour. In order to do this, it is important to define what mobility is, i.e. a need, a derived demand, a closed market, as the number of trips people make remain fairly constant, and to identify the potential for change. How people perceive mobility and different modes is an important factor in understanding how they might be persuaded to change their mobility habits. Finally, the beneficial effects of changing modes for even a small number of trips need to be highlighted as the first step in a chain to more significant changes, particularly if this concept can be combined with the idea that we all make different trips using different modes.

1.3.1.2 Influences on attitudes and travel behaviour

There is a huge range of factors apart from individual attitudes that influence mobility choices. These include political, economic, physical factors, such as infrastructure, as well as those related to culture and society. Also important is public opinion or the prevailing mood within a community and community culture, which brings together traditions, social norms and values. The views of key actors and organisations also contribute to community culture and can play a crucial role in how it is shaped, as well as how information on reducing car use is passed on.

Local networks or the way in which information is passed within a community can either hinder or encourage the success of campaigns promoting sustainable modes, as can the very organisation that is running the campaign.

Two factors are crucial in determining how travel choices are made. The first is the quality and level of existing infrastructure. The state of the road, pavement, cycle paths as well as public transport and other mobility services have a big impact on the way alternative modes are perceived. Second, any campaign is likely to be more successful if it is seen as part of a wider policy or plan in favour of sustainable modes.

1.3.1.3 Principles of communication

Behavioural change is a process and different communications tools can be used at different times to support it. This process links attitudes and behaviour and can be characterised as the “five A’s”:

- Awareness (of the problems of increased car use)
- Acceptance (of the need for change and the role an individual or organisation can play)
- Attitude (towards alternative modes and towards making an individual behaviour change)
- Action (making changes –reducing car use or trying other modes)
- Assimilation (reinforcing and maintaining the change; forming new habits)

Providing relevant personalised information, publicity and support at different stages can support the process of changing travel behaviour. A communication plan needs to consider WHO says WHAT to WHOM and through WHAT channel. The most effective targeting is to those groups and individuals who are interested and motivated to consider change.

1.3.2 Strategy

This covers:

- A Framework for Planning
- A Platform for Action
- Monitoring and Evaluation

1.3.2.1 A Framework for Planning

There are some general ‘rules’ developed from the principle above, which can provide a basic framework from which a communication strategy can be developed for a specific area, system, service or plan. Surveying current public opinion on relevant local mobility issues can not only give useful background information for the design of the campaign, but also act as an indicator of possible targets for attitudinal and behavioural change. Integrating a campaign within a broader transport plan is also important.

A campaign should aim to focus on “easy targets” first, so that progress can be made and used to promote change with other groups. Step-by-step strategies which develop from a base of raising awareness and those which start by campaigning within the organisation running the initiative first, to gain support from key actors, are more likely to lead to success. Target groups may range from the general public to individuals. Socio-economic criteria are not usually a useful way to identify those most ready to change their car use. Targeting settings (e.g. schools, workplaces) may be an easier way to find these people.

Joining forces with other organisations in a town/city or region may increase the effectiveness of each organisation’s strategy to promote change. Just as important is monitoring the views and activities of those in opposition and working with critics to find a common platform.

Finally, different media and methods can be used for different sorts of campaigns. Mass media may be suitable for awareness campaigns, but not for establishing a dialogue or explaining more complex arguments. Personalised information and support needs more face-to-face contacts.

1.3.2.2 A Platform for Action

Using the framework for planning, a set of arguments can be developed and used throughout a communication strategy. A key message is that alternative modes, such as public transport, walking and cycling are less damaging to the environment than cars and have less negative impacts on people’s surroundings and health. There are both community and personal benefits. As transport issues are of interest to most people, communications strategies can seek to build on this interest, whilst aiming to increase understanding of the issues. One way of doing this is to present clear facts and figures about the local transport situation, national and local traffic growth, as well as the opportunities for change. The more specific and relevant this information is to the target audience, the better.

Messages should encourage people to think about their own travel behaviour, as change is more likely to come about if individuals or organisations have gone through a process of ‘self-discovery’. If the arguments for change are presented in terms of the wider community benefits of reduced car use, such as cleaner air or less congestion, it will be more difficult for criticisms to be made. Likewise, as the majority of people perceive the personal benefits of car travel, the community benefits of environmentally friendly modes should be emphasised, such as less noise, lower emissions and fewer accidents.

Finally, the disproportionate number of car drivers amongst decision makers and opinion leaders often results in transport policy that is not representative of the majority of the community. This can be highlighted to help encourage change.

1.3.3 Monitoring and Evaluation

Monitoring and evaluation is needed to review the success of a campaign or programme. It can help identify strengths and weaknesses, inform future plans and demonstrate cost-effectiveness.

It is crucial to develop an evaluation framework from the beginning of a programme and for each campaign. The primary aim is to identify indicators that directly relate to the programme or campaign aims and the types of communication tool used, which can avoid the problem of separating out the effects of the campaign from other measures. This framework might include input, process, output and outcome measures, to monitor the investment made, the successes during implementation and the impacts in terms of changes in attitudes and behaviour.

Input measures include time and labour costs involved and the materials used. Outputs measure factors such as the amount of materials produced and disseminated. The ‘Process’ is more difficult to quantify, but could include looking at the partnerships created and the levels of community participation.

Outcome measures or impacts can give an insight into changes in levels of awareness, knowledge, attitudes, opinions and behaviour of target groups or individuals. The most appropriate measures depend on the objectives of the campaign. Questionnaires are the most frequently used tool for measuring these impacts. Mobility surveys using travel diaries are useful for tracking an individual’s change in behaviour.

Mobility indicators such as the number of trips by mode made per day or the average daily travel time and distance (measured in the same way before and after a campaign) are the most reliable means to identify changes in travel behaviour.

Finally, short, medium and long-term goals require monitoring and evaluation periods to match. Intermediate successes such as policy changes and positive press coverage are important steps in the process of long-term cultural change. However, any changes are also likely to be the result of other factors, such as new services or infrastructure. Qualitative feedback from target groups and other key actors is therefore a crucial element in trying to separate out these factors from the effects of a campaign.

1.3.4 Implementation

1.3.4.1 Co-ordinating programmes

The process of changing behaviour requires different approaches for different groups, using different methods and messages. A programme of campaigns should therefore follow a step-by-step approach, using different methodologies over time, which build on each other and re-enforce the messages and information used. Immediate attention and perhaps short-term behavioural change can be achieved through the use of one-off campaigns and events. However, more sustained change and a more long term change in levels of awareness, attitudes or behaviour will only follow if they are part of a co-ordinated programme.

Co-ordination can be seen in three ways:

- Co-ordination of individual campaigns and projects into a communication programme
- Co-ordination of a communication programme as part of a wider traffic reduction strategy
- Co-ordination of communication programmes across an area, city, region or country between different organisations.

1.3.4.2 Objectives and Goals

Campaigns to reduce car use or in favour of sustainable modes are triggered by a variety of local needs and problems. These could be related to air quality, parking, public transport revenues etc. The objectives of the organisation running a campaign could range from economic, political and planning issues, to those relating to health and the environment.

In terms of defining the objectives and goals of a campaign or programme, there are a number of steps to take. The first is to set out a vision for change and to include as many organisations as possible who share that vision in the planning process. Next long-term goals can be agreed by the lead organisation and then in consultation with the other partners. These may be within the framework of national targets or goals from central government. Finally, more specific objectives of the organisation and of the other partners can be included and linked to the long-term goals.

Once these objectives have been clarified, specific goals for the campaign itself can be defined, against which success can be monitored and evaluated. These may range from “low-level” goals to raise awareness of traffic related problems and to boost the credibility of an organisation, to “high-level” goals to change behaviour of a target group, if the levels of awareness are high and the level of provision of alternative modes is good. The capability of the organisation, in terms of staff and resources, can also influence the goals of a campaign.

1.3.4.3 Audiences

Potentially everybody in the community could be the target audience for a campaign. At first it may be necessary to target those in a certain geographical area, setting or perhaps people who make certain types of journeys before a more precise market segmentation can be developed in term of people’s likelihood to change their travel behaviour.

At the beginning of a campaign, the most important audience is made up of key actors or influential groups, to gain their support. Politicians and other opinion leaders should continue

to be targeted throughout a campaign. Employees working for the organisation running the campaign are also important to target early on. Other important groups are local businesses and the media. Links with the media can help publicise the campaign and ensuring that local businesses are included in a dialogue about the aims of car use reduction can help prevent negative reaction based on fear of the economic effects of encouraging less car trips.

Awareness campaigns can be targeted at the general public. However, the most cost-effective campaigns will focus resources in the following ways:

- Targeting geographical areas
- Targeting times of change (residential relocation, business relocation, new jobs)
- Targeting individual 'ready for change', i.e. those who are now willing to use environmental modes
- Targeting those who already use environmental modes to encourage them to maintain their behaviour
- Targeting leaders and role models.

An effective way to reach these groups is to look at settings or sites. These may be:

- Workplaces
- Schools, colleges, universities
- Shopping, leisure and other recreation centres
- Hospitals, health centres, community centres
- Airports and other interchanges.

1.3.4.4 Themes and messages

There are several basic rules to follow when devising themes and message for campaigns. The first step is to explain the aims of the plan or policy to reduce car use and why; people need to be provided with relevant reasons why they might consider making changes to their travel behaviour and then information on how to use other modes than the car.

Second, the advantages of environmentally friendly modes should be highlighted, the social and community benefits as well as the individual benefits such as relaxation, time to work / read etc.

It is important to pre-test any material, to ensure that target audiences can easily make the link between the message and the subject of the campaign.

Finally, it should be remembered that different groups will respond best to different themes, e.g. individual communities are more likely to respond to messages about the very local transport situation and its impact on their quality of life.

1.3.4.5 Communication Tools

The most appropriate communication tools will depend on the objectives, audiences and messages to be used, as well as the budget available. They can be broadly categorised into 3 sections:

- Wide range tools (for the general public) – e.g. TV, radio adverts, newspaper adverts and supplements, roadside posters;
- Medium range tools (for targeted groups, sites etc) – e.g. Timetables and maps, mailings and newsletters, events, raffles;
- Short range tools (for more direct, personal contacts)– e.g. Home visits, discussion forums, telephone contacts.

Wide range tools are most useful for raising awareness. However, medium range tools are more likely to be effective if the aim is to change attitudes. Short-term tools are usually used when conducting individualised campaigns to change behaviour.

1.4 Concept Campaigns and Guidelines for different organisations.

As well as setting out general recommendations on how to plan and run campaigns, INPHORMM developed guidelines on three different types of campaigns and for different organisations. For each campaign type, the main aims, strategy and factors to be taken into account in the implementation process are set out. These are summarised in the following sections.

1.4.1 Public Awareness Campaigns

Public awareness campaigns are the first step in a communication strategy in an area. They aim to increase awareness of the problems of traffic growth, improve perceptions of alternative modes and build a platform for more targeted actions.

This type of campaign works best if a “campaign for the campaign” is undertaken first with key actors and employees of the organisation running the campaign, to enable them to fully understand its aims and to encourage them to act as its supporters. The campaign can then be run to the general public.

Key elements for implementation include making links with central or local government sustainable transport plans, the use of wide range communication tools (see the previous section) and the provision of local facts and information. It is likely that this sort of campaign would be run by a local authority in partnership with other organisations, such as the health authority or local environment and cycling groups.

1.4.2 Campaigns to targeted groups and settings

Targeted campaigns can either be run after a public awareness campaign or as a “test” campaign at the beginning of a communications programme. They primarily aim to identify the needs of different groups in terms of transport information and mobility, to demonstrate in practical ways how people can contribute to solving local transport problems and to change the attitudes to people in the group or setting in favour of sustainable modes for certain trips.

These types of campaigns can focus on groups such as children, local authority employees, health professionals, and local communities in defined areas. These may be in specific settings of sites, such as schools workplaces, community centres or health centres.

When implementing such campaigns, the following steps should be taken into account. First, identify “champions” among the leaders of the groups or setting. Using an existing or set up a

new forum to explore specific transport problems is a useful way to prepare the way for gathering information about mobility patterns. Current policies or plans linked to transport should be reviewed to ensure that they do not encourage car use. A vision and more specific goals can then be established by a working group, made up of representatives of all areas of the site or organisation concerned. The medium range tools can be used, tailored to the specific needs of the setting or group, e.g. teaching resource packs in schools, newsletters to staff and group discussions in businesses. Networking with other site or groups can be a useful way to create partnerships and to exchange good campaigning ideas.

1.4.3 Individualised Campaigns

Individualised campaigns are best used as a final stage in a communications programme to encourage a change in behaviour. However, they may also be suitable for targeting individual opinion leaders at the beginning of a campaign, or to reach individuals at key points in their lives, when habits are broken, e.g. when moving house or starting a new job. Campaigns targeted at individuals aim to increase knowledge and correct false perceptions of alternative modes, whilst providing tailored transport information, to encourage them to try out public transport, walking and or cycling.

Target audiences for individualised campaigns are motivated individuals, in households contacted through direct marketing, or in target groups or who have been identified as making other lifestyle changes.

Steps in the implementation process include recruiting motivated household members, through a letter, telephone call or visit, recording current mobility patterns using diaries or questionnaires and then providing specific information. This may just be updated information about new services for existing user of sustainable modes or personal timetables or cycle route maps for those trying out public transport / cycling for the first time. Trial offers, such as free tickets or cycling lessons can be offered. The targeted individuals need to be re-contacted at regular intervals after the initial contact is made to support them as they try out new patterns of behaviour.

This type of campaign should be repeated at regular intervals as information about public transport is quickly out of date and new services may have been introduced. New residents or employees are a constant phenomenon and they can respond in the most positive way to this type of campaign.

1.4.4 Recommendations for local authorities

The provision of transport information has become an increasingly important tool, within a broader effort to influence the awareness, attitudes and travel behaviour of a local population. This comes under the broad heading of “mobility management” and is explored in more detail by other EU research projects.

As well as continuing to provide transport information e.g. on parking, real-time information on public transport, telephone help lines and Internet sites, local authorities can run a city wide or area wide programme to reduce car use. This involves:

- Gathering baseline data on traffic levels, modal split, mode use for different trips, public awareness, attitudes and knowledge of the transport problems and the alternatives to the car
- Identifying a vision for sustainable transport and the goals and targets to achieve it
- Linking plans for promoting sustainable transport to other policy areas, public relations and communication strategies in the authority
- Identifying the role that different departments can play in reducing car use, e.g. Environment, Housing, Planning, Education, Regeneration and Economic development.

Steps to be taken into account when planning and implementing a local authority campaign include:

- Establishing relations with the media and organise regular high profile events – linked to local transport and development plans. Include sustainable transport messages in other Authority news.
- Running public awareness campaigns to raise awareness of local transport issues – in different areas of a city
- Developing targeted campaigns among local businesses and pilot projects with local schools, colleges and hospitals interested in reducing car use at their sites.
- Forming partnerships with the local public transport operators to support projects in target sites and events/action days for people to ‘try’ public transport – and build these activities into their quality contracts
- Developing integrated transport information between all operators and modes, including a distribution strategy and outlets
- Involving environmental groups, cycling and walking groups in the development of campaigns and use their local networks for distributing information and encouraging local action. Link with the campaigns being run by these groups and health professionals, to maximise the use of resources
- Involving local people at all stages of the development and implementation of soft policies – and in their monitoring and evaluation. Use other forums or community participation programmes (such as Local Agenda 21 projects) to discuss transport issues with different sections of the public.

1.4.5 Recommendations for public transport operators

Public transport operators of all sizes and scales, as well as public transport associations or authorities responsible for a city or region can develop two types of campaign.

The first concerns improving transport information and publicity. This may involve:

- Developing integrated transport information systems based on identified needs; including on-vehicle information, services at interchanges and at various outreach locations (such as large employers) in consultation with the Local Authority.
- Creating a development plan to extend information services to include electronic information via the Internet, computerised timetables and pagers/telephones/on-street displays for real-time information.
- Developing integrated campaigns to promote combined bike/bus, bike/train or walk/bus and walk/train journeys with other groups and sites and develop information about these trips.

- Targeting individuals living in areas of new services with information for households and offer personalised advisory services for people interested in reducing their car use.

The second is to develop a marketing strategy that is linked to other sustainable modes (e.g. cycling, walking, car-sharing or pooling). A successful campaign of this type would involve the following steps:

- Improve customer relations and services for existing users – by consulting with them and setting/publicising customer care standards
- Promote a positive image of users through promotional materials – developing a strong corporate image for the services and the mode (as green, wise and community-spirited)
- Encourage people to try new services through marketing and advertising of new fares, new routes, new vehicles, new information etc as part of an ongoing marketing programme
- Use buses and trams, both inside and on the outside of the vehicles and shelters for awareness campaigns to promote the community benefits of public transport and to highlight the local traffic problems caused by increasing car use
- Form partnerships with sites or groups of sites who are introducing green commuter plans – to offer new services or develop co-ordinated routes
- Provide advisory outreach services to support people wanting to switch to public transport – at work, at home and at leisure sites etc. – in collaboration with institutions and businesses
- Use events and action days run by other organisations to offer trials for public transport – such as reduced rates or combined entry to retail and leisure sites/events with a public transport ticket
- Lobby politicians and the media to support a more positive image of public transport as the mode of transport for the future.

1.4.6 Recommendations for environmental, cycling and walking groups

Campaigns run by these groups have traditionally been to promote cycling, walking or public transport for a particular local trip, often leisure related. The larger national groups have focused on lobbying for safer road for cyclist and pedestrians, as well as for a general reduction in car use. Many groups already produce guides and maps.

Two types of initiative are most suitable for these groups. First, campaigns which seek to combine sustainable transport with other environmental and health issues. These might include:

- Lobbying politicians at local and national level to promote new thinking to encourage traffic reduction. This could include a submission of a new law for the parliament, media action days to promote cycling/walking, presentations to key politicians giving facts and figures about the local traffic situation and feedback from the public on how to make changes to reduce car use.
- High profile media events to promote individual modes in a positive light, focusing on the health and community benefits of non-motorised transport. These are best linked to national campaigns or other events which attract media attention, such as visits by politicians, international conferences, openings and ceremonies.

The second type of initiative is working with others to bring about change. Actions to consider are to:

- Develop networks of local supporters through individual cycling and walking groups, institutions and other interest groups. Provide these groups with resource materials, ideas for local action, examples of successful promotions and contacts with community leaders who support change
- Lobby Local Authorities to develop sustainable transport plans and link local awareness campaigns to their programmes of infrastructure developments and new services
- Establish links with operators to raise their awareness of the cycling and walking information needs of their service users, and develop integrated information, maps and guides with local operators for sites, local communities and major routes
- Work with health professionals to link campaigns with health promotion programmes – such as promoting physical activity (cycling and walking), preventing road accidents or raising awareness of the health problems linked to air pollution.
- Set up pilot projects with employers and other traffic-generating sites (in conjunction with Local Authorities) to advise managers on the needs of cyclists and pedestrians.
- Use the membership of the organisation to publicise these modes and encourage them to run local projects and distribute promotional materials/information.

1.4.7 Recommendations for site managers and institutions

Individual sites or institutions usually consider a campaign to reduce car use when a local traffic or parking problem develops, because of the need to foster a “green” image or because development plans are in jeopardy, due to traffic congestion. These many include local authorities, schools, businesses, hospitals, tourist sites etc.

The primary aim of this type of campaigns is to create a climate of change within the institution or site and to make it easy for institution “members”, employees or visitors to help solve the traffic problem by changing their behaviour. The following steps should be considered for any site-based communications programme:

- Set up a framework for a green transport plan within the policy development process of the organisation – with senior managers
- Survey current mobility behaviour, existing services and infrastructure and assess employees/visitors current attitudes and perceptions of sustainable transport to/from the site
- Set goals and objectives for reducing traffic to the site or increasing the use of other modes
- Build these objectives into the organisation’s development plans
- Identify the actions needed to achieve these goals and include them in the relevant work of different departments in the organisation.
- Raise awareness of the roles that other departments can play in helping employees and visitors make changes to the way they travel to and from the site/institution – by distributing information, holding discussion groups and providing contacts for further support.
- Identify the range of communication channels in the organisation – and develop a transport information strategy for the site. This could include producing local site-level

information, maps and timetables, as well as promotional materials to explain the traffic issues at the site and the ways that people can contribute to solving the problems.

- Make contact with other local institutions and groups to promote the idea of change in the wider community. Identify common problems and develop co-ordinated solutions – such as a partnership with local operators to provide services for staff at several locations in the area.
- Liaise with operators to negotiate new services and routes and reduced rates for employees – this could be negotiated as a package with other sites nearby.
- Run events and action days to encourage people to try new modes and to meet others using sustainable transport
- Develop safer routes for walking and cycling to and from the site – in conjunction with the Local Authority (especially important for schools and sites used by groups experiencing greater risks on the roads). Promote and publicise these to staff, visitors, parents and children etc
- Include sustainable transport issues in educational programmes at the site – such as the school curriculum, induction for new employees and students, driver training, site management courses etc.
- Visitors to sites can be provided with information prior to their visit or to take away and distribute in other outlets (such as hospital patients, students coming to universities).

1.5 Pilot Study in Chisinau – Moldova

As well as carrying out a review of past and existing campaigns, developing the model and drafting guidelines and recommendations on how to run different types of successful campaigns, INPHORMM carried out a pilot study in collaboration with the City of Chisinau in Moldova. The study ran from December 1997 to September 1998 and involved the following partners:

- INPHORMM Project Co-ordinator at the Transport Studies Group, University of Westminster
- Peter Warman, UK Transport Consultant in collaboration with FWT
- Office of International Affairs and Public Relations Department, Chisinau City Council
- Public Transport Authority, Chisinau
- Technical University of Moldova, Transport Department.

The objectives of the project were:

- To gather existing baseline data on the transport services available in the City of Chisinau, Moldova, including the location of stations and interchanges, routes and frequencies of services and service performance
- To produce a profile of information available to the public about the passenger transport services on signs, maps, written leaflets and notice boards
- To analyse the strengths and weaknesses of the current information system and the opportunities for improving it
- To produce sample passenger information such as a map or timetables and pilot them in the city
- To develop an information and publicity strategy for the passenger transport services in the city and a training manual for operators and public transport managers

The first stage of the project involved the following three surveys and audits.

First an inventory of the public transport network. The University of Moldova collected information on all public transport routes in the city, including information on the route name, number, type of vehicle used, number and names of stops, shelters available, timetables and other sources of information.

Second, a survey of the public transport information available to the public was carried out, as a first step towards the development of an information strategy for the network. This involved gathering information from the Public Transport Authority records and site visits to interchanges, stations and stops, to seek out the types of information and when, where and in what form they were available.

Third, a public attitude survey was carried out, developed by the UK partners, and using interviewers from the Technical University. The survey was conducted with three distinct groups, regular users of the public transport system, visitors to the city and occasional users. It included questions on how people travel, how they find out how to get to new places, public transport information needs and personal information relating to travel habits.

The results of all three initiatives highlighted the following conclusions:

- Public transport is the main mode of transport for the city of Chisinau, however, there are still traffic problems.
- Information displays at stops are the only information source available to passengers
- There are frequently delays, which makes timetables uninformative
- There is no central information service for planning trips across the network
- Sever lack of knowledge and confidence about the public transport network amongst user and non-users
- Dissatisfaction with information provision amongst regular users, occasional users and visitors planning trips
- A map showing all routes was identified as the most pressing need.

Having conducted the audits and survey, the INPHORMM pilot study developed a public transport information strategy in partnership with Chisinau City Council, the Public Transport Authority and the UK consultant, plus advice from the main INPHORMM partners.

The strategy focused on issues such as helping passengers plan a trip across the network and better quality information to assist passengers during their journey. In addition it sought to highlight the long-term aim of ensuring that relevant, accessible and up-to-date information is available to the traveller when planning or making an unfamiliar trip. It also developed a public relations strategy to inform the population that their problems and concerns were well-known and that they were being addressed.

Finally, the most tangible result of the INPHORMM project was the development of a public transport map and guide to Chisinau, showing all the stops on the network.

2 CAMPARIE Project

CAMPARIE was a project that addressed task 5.1.3/11 (Urban area) of the Transport RTD Programme, DG VII. It aimed at the systematic assessment of the role of information and publicity as an efficient demand management tool in transport planning. The focus of the project was to develop and assess efficient and innovative Information Management and Promotion / Awareness Campaigns (IMPAC) strategies supported by a state-of-the-art prototype.

In doing so, CAMPARIE relied on the following:

- A brief synthesis of the State of the Art and State of the Practice. The CAMPARIE role in this area was rather small, since the sister project INPHORMM has invested more in that.
- A survey of Marketing Professionals and Transport Policy Decision-makers from Local Authorities and other Agencies involved in Transport Planning and Marketing or Information campaigns.
- Design and Development of MIRTO (standing for Marketing & Information Referee for Transport Organisations), a computer based tool, suitable to retain information and data on campaign cases and assist marketing people to design and implement transport related campaigns.
- A number of real world field applications which were about promotion and information campaigns in the broader transport area, excluding road safety, and which has been evaluated by the CAMPARIE Consortium taking into consideration among others the existence of MIRTO.
- A concrete evaluation framework and evaluation activities that took into account the existing material and knowledge acquired and stored in the MIRTO Case Base, the Case Studies' results, the survey of the professionals and the local or other events related to the CAMPARIE project.

The CAMPARIE projects objectives were as follows:

- a) To identify Information Management & Awareness Campaign (IMPAC) methods and strategies aiming at influencing travel behaviour in favour of sustainable transport modes and at enhancing the awareness of the public and the image and attractiveness of these modes
- b) To record systematically and assess the future trends and perspectives for development of transport marketing through a pan European survey of transport decision makers and of publicity and media professionals
- c) To develop the MIRTO prototype, a computer based tool, as a guide for optimal IMPAC strategies and as a tool for evaluating the effects of the various media used therein
- d) To test *in situ* and evaluate innovative strategies for IMPAC aiming at the promotion of sustainable urban transport with and without the MIRTO Prototype
- e) To elaborate recommendations and guidelines regarding the main features of IMPAC focusing on their purpose, content, target destinations, media and displays
- f) To achieve a widespread dissemination of the project outcome within and beyond the DG VII Transport Research Programme

2.1 MIRTO prototype

MIRTO (standing for Marketing & Information Referee for Transport Organisations) is a PC tool, which has two main goals:

- to act as an electronic encyclopaedia full of information and data from transport related campaign cases
- to act as a computer aid to transport policy decisions makers and other professionals who wish to design a promotion or awareness campaign addressed to urban transport system users.

MIRTO is in fact a Case Base maintaining information about publicity, information and marketing campaigns focusing on transport-related themes and subjects. In this respect it is an updateable electronic encyclopaedia and at the same time enables its users to find cases similar to a situation at hand. Furthermore it enables the user to do statistical analyses as well as comparisons and matching between cases. The main value of MIRTO is that it becomes more useful as it accumulates new knowledge and information from new campaign cases entered in the system.

Figure A2.1 shows how MIRTO could be used in the design of a marketing campaign.

Figure A2.1: MIRTO as a helping tool

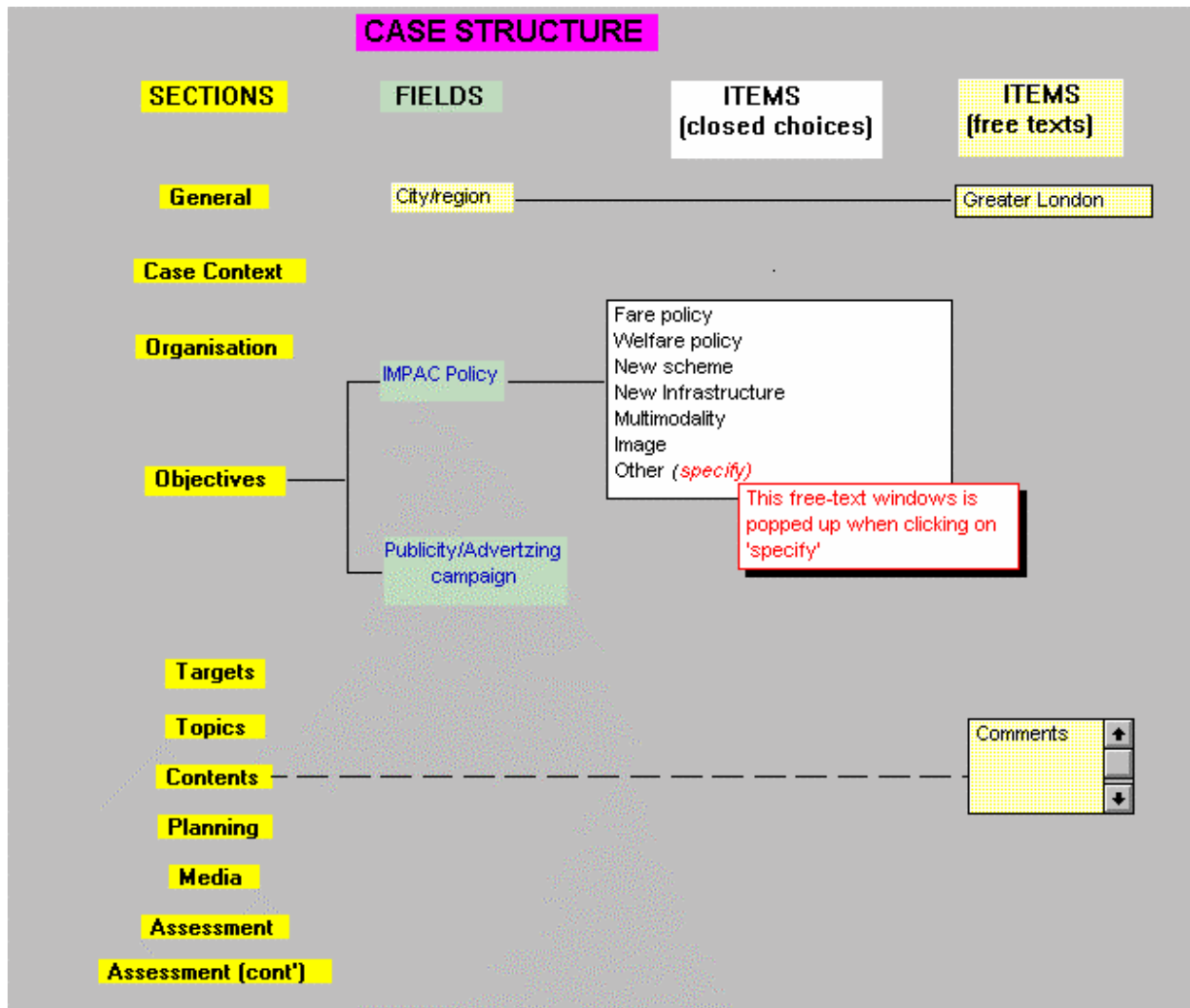


MIRTO has been divided into 10 sections:

General, Case context, Strategies, Targets, Topics, Contents, Media, Info-delivery, Assessment

Each section contains several fields. There are two type of fields: fields with a limited number of items (closed multichoices) and free-text fields. The structure of the case base is described in figure A2.2.

Figure A2.2: The MIRTO Case Base structure



The actual version of MIRTO allows four main operating modes:

1. Case acquisition (data entry),
2. Case browsing (through the case base),
3. Case updating,
4. Case searching (statistics, quick search, full search).

Case searching includes three modes:

- Statistics
- Quick search
- Full search

Statistics provides data from the case base without any comparison with a current case or any case retrieval.

By contrast, quick and full searches allow retrieval of cases matching some user-defined criteria.

Outputs from case searching are displayed in a specific frame called 'retrieval frame'.

At any time, the contents of the retrieval frame can be printed or exported as a new file for further processing (by any text or spreadsheet based software).

2.1.1 Task Force for Eliciting the Knowledge (TFEK)

Within the framework of the CAMPARIE project, a Task Force for Eliciting the Knowledge (TFEK) has designed and drafted a questionnaire to support the acquisition of information for the MIRTO Case Base. There is an exact matching between the questionnaire and the MIRTO case base structure.

The need for elicitation of knowledge came from the wide dispersion of information regarding IMPAC strategies and the limited documentation available, which appeared after the exploratory phase.

The elicitation of knowledge had two main objectives:

- identify the gap between research and practice
- enrich functional specification of MIRTO prototype. An important component of the MIRTO system is its knowledge base incorporating the various IMPAC strategies, their attributes and features.

The questions content had been mainly decided in relation to the final user's need and respondent's ability and/or willingness to respond accurately in the aim of obtaining reliable data.

The questions flow logically from the list of information needs and their content is divided in the major sequences:

- general information on the local context, followed by a more precise identity card of the region
- thorough description of the campaign itself
- evaluation and assessments on the IMPAC strategy

2.1.2 MIRTO Case Base Analysis

After the completion of the last version of MIRTO prototype, an analysis of its case base was conducted. The purpose of the case base analysis was twofold:

- First to find out if any analysis at all could be made, based on the information that accompany a campaign case. This was in fact the first time such an analysis was attempted and in this respect the attempt was successful.
- Secondly to examine if there are any kind of similarities and/or differences among cases and to identify if there is any reasoning behind this.

Based on the case base analysis, the following conclusions can be drawn:

1. The public transport is strongly dominating the whole case base by more than $\frac{3}{4}$ of all cases.
2. The distribution of the features of the variables is extremely different:
 - The geographical extent is concentrating on local communities and regional areas whereas national and international campaigns have no importance. This is plausible because the subject of CAMPARIE is the urban area.
 - The infrastructure is concentrating on new lines.
 - The items of the PT versus private transport are concentrating on the items environment, frequency and travel time. Important issues like access, safety or cost are underestimated.
 - The information media are concentrating especially on paper. The other items are essential lower in occurrences. This seems to be a quite good correspondence to the "advertising and informing reality".
 - The dominating items for the place of delivery for the information and content of the campaign are "at home" and "on board" followed by "bus stops". This also seems to be in good relationship to the practice but the occurrences of "in the workplace".
3. About two third of all campaigns in MIRTO have been evaluated on their efficiency. It seems to be astonishing the fact that all the campaigns have been a success. This has to be seen together with the following background:
 - On one hand it is difficult to measure and to determine the level of success of a campaign and on the other hand it is difficult to define the break even level in the success of a campaign.
 - It is likely that organisations that are responsible for campaigns prefer to publish in MIRTO success-stories than to give examples for failures in a campaign. For MIRTO it would be valuable to get also information about failed campaigns.
4. Concerning the trends we obtained above all:
 - The priority of the geographical span of the campaigns in MIRTO is citywide campaigns. This goes hand in hand with the number of the population, which is integrated in the extent of the campaign.
 - Although, the highest average frequency of response on citywide campaigns is in municipalities with a population under 50,000 we obtain at the same time a rather high average frequency of response in two population-areas covering the inhabitant sizes from 100,000 to 1 million.
 - Significantly under the average of the average frequency of response of 0,46 are the population areas on one hand between 50,000 and 100,000 and on the other hand cities/regions with more than 1 million inhabitants.
 - The use of information on paper like maps and timetables is quite independent on the size of the city/region. The information media paper is still the most widespread media in campaigns. Almost in every campaign paper is used as an information media.
 - A trend which can be found out of the case base of MIRTO is the tendency in using telephone enquiries as an information media in dependence on the number of inhabitants. It can be shown that the larger a campaign area is the less often telephone enquiries are used to inform the public within the campaign.

5. Concerning the similarities/differences we can make the consequences:
- The ultimate-goals and sub-goals in MIRTO can be clustered to six strategy groups. These strategy groups are corresponding to the whole MIRTO PT orientated.
 - Within the strategy group differentiated by the main focus the biggest common groups are PT by income and image as well as ridership.
 - Similarities of the cases differentiated by population and the PT/private transport ratio are especially in the field of big cities/regions (more than 1 million inhabitants) and high PT/private transport ratio (40 – 50%) and cities with 100,000 till 500,000 inhabitants and a PT/private transport ratio between 10 and 20% - mainly in the countries Spain and Germany.
 - Concerning the PT image we have a concentration in the field of big cities with a good PT image, whereas big cities with a bad PT image are underestimated.
 - If we add to this consideration the PT/private transport ratio we get similarities in the big cities with not so good PT image and medium sized PT/private transport ratio.
 - The assessment revenues/ridership is concentrating especially on big cities with increase of revenues/ridership.
 - However, combining the assessment revenues/ridership with the PT/private transport ratio we get two big groups within the cases. The cases with medium sized and very good PT/private transport ratio with increases in the revenues/ridership.
 - Crossing the strategy groups with the advertising media get concerning the single strategy groups extremely different distributions.
 - Concerning the "planning-where" we have in the strategy groups covering income & image as well as others only a few entries. That means in these cases there are only a few possibilities of locations for the information delivery used whereas in the strategy group 2 (income – PT image & attitudes) the cases are exhausting almost completely the possibilities of "planning-where".

2.2 The Case-Studies

The CAMPARIE field applications were campaigns that have been either designed and implemented by Organisations (Public Transport Operators, Local Authorities or other Agencies) and used by the CAMPARIE partners for the project purposes or have been initiated by the CAMPARIE partners and implemented together with local agencies. In both cases there has been close collaboration of the project partners with the responsible organisations. In some of the cases the organisations themselves have been project partners (CTM, ATM, SEMITAN), while in all sites the campaigns were designed and launched the traditional way.

The field applications that contributed to the CAMPARIE project were as follows:

- The Dormagen campaign about the Public Transport System (Dormagen area, Germany). Responsible CAMPARIE partner, IVV.
- The Leeds Travel Blending pilot project (Leeds, United Kingdom). Responsible CAMPARIE partner AUTH and Eurotrans.
- The CTM public awareness campaign about promotion of Public Transport in Madrid (Spain). Responsible CAMPARIE partner CTM.
- The SEMITAN campaign dealing with a car free day in the city of Nantes (France). Responsible CAMPARIE partners Nantes District and SEMITAN.

- The Thessaloniki general awareness and publicity campaign to promote Public Transport and other environmentally friendly transport modes (Thessaloniki, Greece). Responsible CAMPARIE partner AUTH.
- The ATM set of campaigns and initiatives to promote Public Transport and to increase peoples' awareness about special discount student passes as well as other services including new technological systems (Torino, Italy). Responsible CAMPARIE partner ATM.

The field applications started by the end of the first 6-month period of the project and ended by the end of December 1998. In fact the evaluation of some of them was extended even to the first half of January 1999.

2.2.1 Dormagen

<i>Objectives</i>	The primary objectives of the campaign were to create a Corporate Design of the City-Bus-System and to improve the acceptance of the public transport system. Further objectives were to increase public transport image, demand and revenues
<i>Timing of the campaign</i>	The marketing campaign had been split up in an information period and a launching period before and parallel to the introduction of the respective City-Bus-System. The campaign also consisted of consolidating and repeated communication events
<i>Target groups</i>	The campaign was targeted to all citizens of Dormagen and Worringen. The City-Bus-Game and the painting competition were especially aimed at children.
<i>Media used</i>	In the campaign, several media were used. The timetable and the fee information were printed in booklets. At the inauguration party gifts as City-Bus-Games for children and flowers were distributed. Newspaper advertisements were used.
<i>Language/tone and rational/emotional arguments used</i>	Every activity needed a specific language. The language of the timetable and the fee information was naturally formalistic and schematic, the layout, however, modern and appealing. At the inauguration party, a party-like language (inviting, open and relaxed) was used. The newspaper ads tended to be objective and oriented on rational information. The timetable and the fee information used rational arguments, e.g. better line scheme and tactile system. At the inauguration party, emotional arguments like fun and positive experience with the new system predominated. In the newspaper advertisements objective advantages of the new system were explained with rational arguments.

2.2.2 Leeds

Objectives	The main objective of the Leeds Travel Blending pilot project was to encourage individuals to think about activities and modes of travel in advance, with a view to reducing car use without the need for radical changes in lifestyle
Main focus	The main focus was to provide the participating individuals with personalised advice which allowed them to reduce car use whilst not affecting their quality of life. This personalised advice might include trip chaining, Internet based shopping, ride sharing, cycling, walking etc, but the exact components varied according to the particular circumstances of each individual.
Main goals	<ul style="list-style-type: none"> • change people's attitudes • reduce car usage • better environment
Responsible organisation	The Leeds Travel Blending pilot project was jointly commissioned by Leeds City Council and West Yorkshire Passenger Transport Executive (Metro). The City Council is the local authority for the whole of the Leeds District, responsible for many activities, including highway and transport planning. Metro is responsible for co-ordinating public transport provision within Leeds, and in the wider West Yorkshire conurbation. The City Council and Metro work closely together to develop the Leeds transport infrastructure.
Use of professional agencies	Steer Davies Gleave were appointed to assist with the Leeds Travel Blending pilot project. They have developed the Travel Blending concept and have successfully operated it in Australian cities.
Timing of the campaign	November 1997 to February 1998.
Target groups	<p>The target group was households with at least one member working for the City Council or Metro and living in two selected geographical areas. One of these is a relatively high-density residential area with many local shops and other facilities and relatively low car ownership but frequent bus services to the City Centre and many other areas. The other area is comprised of low density housing with high car ownership and use. This second area has local facilities but these are concentrated in one location. There are frequent bus services, but not with the same comprehensive network as the first area.</p> <p>In addition, some households with boys attending Leeds Grammar School were also recruited. The Grammar School is a large fee-paying boy's school, which has recently located to a green field site on the edge of Leeds where there have been concerns about the level of traffic generated by the new school development.</p>
Media used	No specific media were used, since Travel Blending focuses on a pre-selected sample of individuals. Once this group had been identified, participants were given several leaflets together with a week-long travel diary for them to complete.

2.2.3 Madrid

Objectives	<p>The field application considered for Madrid was a region wide campaign with the following general objectives:</p> <ul style="list-style-type: none"> Increase awareness of continued efforts to improve PT Promote PT usage Improve quality of life for all residents <p>The purpose of the large-scale investment in Metro construction was to have a Metro system that is more extensive, accessible, rapid, comfortable and safe.</p> <p>The specific objectives of this campaign were:</p> <ul style="list-style-type: none"> Announce the opening of new Metro lines and extensions Increase awareness of the effort to improve PT Try to change people’s mentality regarding PT Apologise for disturbances caused by Metro construction
Main focus	<ul style="list-style-type: none"> All transport users PT users Metro users
Main goals	<ul style="list-style-type: none"> change people’s attitudes increase PT usage better environment
Responsible organisation	<p>In general, CTM is responsible for the planning and design of all PT publicity campaigns in the Madrid Region. CTM is an autonomous public agency within the Madrid Regional Government. In practice PT publicity carries the logo of the Regional Government, instead of CTM’s logo.</p>
Use of professional agencies	<p>The final design and implementation of the Metro posters, the TV spot and the inauguration brochures were carried out by a local Spanish agency called Zamorano Associates, within a larger group called Young & Rubicam.</p>
Timing of the campaign	<p>The specific Metro Line 11 campaign was carried out during the last two weeks of November 1998, although several similar campaigns regarding other Metro extensions were also done during the last half of 1998, which produced a certain amount of confusion in the post campaign survey and evaluation.</p>
Geographical coverage	<p>The campaign covered the whole Madrid Region</p>
Media used	<ul style="list-style-type: none"> inauguration brochures Metro billboard posters local Regional TV

2.2.4 Nantes

Objectives	<p>Nantes field application dealt with the local implementation of a national car free day.</p> <p>This car free day would represent a good opportunity to:</p> <ul style="list-style-type: none"> • Experiment, in real conditions, some hypothesis of city centre traffic restriction and observe people reactions, traffic transfers on other streets and so on. • Initialise a message towards the local population on the necessity of changing their behaviour and use other modes than their car, focusing on the two next years when the tram works and new traffic plan works will create lots of traffic disruptions in the city.
Main focus	<p>Private cars Walking and cycling Public transport</p>
Main goals	<p>Change people's behaviour Reduce car usage Better environment Less traffic jam</p>
Responsible organisation	<p>The official co-ordinator of this action was Nantes City Council but as soon as the decision to participate was taken, a local working and operational group was formed comprising:</p> <ul style="list-style-type: none"> • Nantes city elected representative in charge of the action (elective representative for environment) • Nantes city services (movement plan, communication, road system, personnel, police...) • District services (communication) • Public transport operator Semitan (commercial and communication service) • Urban studies agency (linked with District for evaluation studies) <p>This group met twice a month in June, July and August, and everyday from the 1st to the 22nd September, the co-ordinator of this group was Nantes City communication service.</p> <p>National meetings also occurred where the local co-ordinator represented the working group.</p>
Timing of the campaign	<p>The action took place on the 22nd of September from 7'00 to 21'00, in conjunction with the "public transport week" organised by public transport operators and public transport elective representatives from the 21st to the 27th of September.</p>

2.2.5 Thessaloniki

Objectives	<p>The field application considered for Thessaloniki was a city-wide campaign about:</p> <ul style="list-style-type: none"> • the promotion of soft transport modes • reduction of private car usage, and • promotion of PT usage <p>This effort took advantage of the Thessaloniki General Traffic Study which started in summer 1997. The study included extensive household and roadside surveys.</p> <p>A publicity campaign was launched to inform the people of Thessaloniki that these surveys would take place. The CAMPARIE plan was to provide scientific assistance and additional campaign material.</p> <p>The campaign focused on the benefits that result from:</p> <ul style="list-style-type: none"> • the reduction of extensive private car usage (less traffic, better environment, etc.) • the need to walk or cycle more even for health reasons • the need to use Public Transport.
Main focus	<p>Private cars Walking Public Transport</p>
Main goals	<p>change people's attitudes reduce car usage better environment</p>
Responsible organisation	<p>The Organisation for Planning and the Protection of the Environment of Thessaloniki (OTh) was responsible for the campaign. OTh is a state agency - under the Ministry of Environment Planning and Public Works - responsible for the implementation of the Master Plan and the Environmental Protection of the City.</p>
Use of professional agencies	<p>Local professional agencies were employed for the elaboration of the leaflet, poster, etc., although the strategy and design was undertaken by OTh itself. However, it must be noted that there are no specialised professional agencies for campaigns of this type in Greece.</p>
Timing of the campaign	<p>Period between November 1997- November 1998 in conjunction with the design of the O-D campaign.</p>
Geographical coverage	<p>The survey practically covered the whole Greater Thessaloniki area.</p>
Media used	<p>leaflets posters (only for the O-D survey) local TV (only for the O-D survey) Radio stations (only for the O-D survey)</p>

2.2.6 Torino

Torino Field Application tested three different campaigns:

1. Perceived Quality Improvement
2. School and Higher Education Promotional Campaign
3. Direct Marketing Campaign

2.2.6.1 Perceived Quality Improvement

Objectives

The main objective was to verify the improvement in the Perceived Quality of Service, with an integrative action on three aspects

- Publicity and Promotion Campaign
- Improvement in the Service's Quality Standard
- Extension and Reinforcement of the Information System

Main focus

Public Transport

Main goals

- Modal shift in favour of public transport
- Change people's attitudes
- Develop customer/user loyalty
- Improvement of quality of urban life
- Increase acceptance
- Improve company image

Responsible organisation

ATM Planning Department and ATM Commercial Department

Use of professional agencies

The strategy and design of the campaign were undertaken by the ATM Planning Department.

Exceptionally, local professional agencies such as “Mark and Thing” agency were contacted.

Local professional agencies were employed for the design and drafting of the leaflets.

Timing of the campaign

Every year

Geographical coverage

Urban and Suburban Area

Media used

Leaflets

2.2.6.2 School and Higher Education Promotional Campaign

Objectives

The main objective is to counteract the current market trend, by which the number of students using public transport is falling.

Main focus

Public Transport

Main goals

- Increase revenues
- Increase ridership
- Develop customer/user loyalty
- Improve company image
- Reduce fare evasion

Responsible organisation

ATM Commercial Department

Use of professional agencies

The strategy and design of the campaign were undertaken by the ATM Commercial Department.

Local professional agencies were employed for the elaboration of the leaflets, posters, stands etc.

Timing of the campaign

Every year from May to October

Geographical coverage

Urban and Suburban Area

Media used

- personalised mailing consisting of an explanatory letter, application form and post office checking account form to pay for the pass renewal to everyone who subscribed to and paid for a multi-month pass in the previous school year in cash.

	<ul style="list-style-type: none"> • advertising stickers applied to the rear window of all public transportation vehicles. • advertising stickers with the logo of the ATM promotional campaign distributed free of charge to students who have subscribed to the new pass • passenger notices • press releases
2.2.6.3 Direct Marketing Campaign	
Objectives	The main objectives are to increase awareness of ATM's services and increase its market share.
Main focus	Public Transport
Main goals	<ul style="list-style-type: none"> • Increase awareness • Increase revenues • Increase ridership • Change people attitudes • Develop customer/user loyalty • Enhance system image
Responsible organisation	ATM Commercial Department
Use of professional agencies	The strategy and design of the campaign were undertaken by the ATM Commercial Department. The campaigns were conducted retired ATM employees.
Timing of the campaign	Period between October 1996 and Spring 1997
Geographical coverage	Specific sites
Media used	<ul style="list-style-type: none"> • Newspaper and magazines • Direct telephone contact • Direct personal contact and delivered written material

2.2.7 Transferability of Results

The six field applications examined within CAMPARIE provided a quite useful basis with respect to the transferability of the campaign elements either in full or partially. Provided that the main types of campaigns (awareness, targeted and individual ones) are not treated all in the same way, transferability can be applicable to:

- technique used
- philosophy of campaign
- evaluation of campaign

There are of course other aspects that are easily transferable and are related to the success of a campaign. The available budget for example is usually a key factor to success. Duration of campaign is also another factor. The issue of transferability in this section is linked only to the above mentioned three areas.

2.2.7.1 Technique used

This includes a number of campaign components such as the media used, the use of fictitious characters etc. Regardless of objectives, duration, cost and philosophy, there are many cases where the same or similar choices can be made. In awareness campaigns for example it is important to attract the attention of the recipients. This type of campaign affects people in

two ways; first by making people think about the message of the campaign and second by changing gradually their background attitude towards the topics under discussion.

The message sent to the general public and in particular to young ages from the Thessaloniki campaign leaflet, informed the trip makers about something they were not aware of – though they may be suspecting it – and at the same time created the preconditions for a change in attitude towards Public Transport and use of private cars and eventually travel behaviour.

The same technique, i.e. combining the distributions of a campaign leaflet with a major household survey, with sketches, characters and some sound positive and negative figures can be well employed everywhere, as long similar problems exist. Similar goals were attained in Bristol where a major O-D survey was carried out (outside the framework of CAMPARIE).

On the other hand the Dormagen campaign was a mix of awareness and targeted campaign, using marketing techniques and other means for attracting peoples' attention, that could be used in other areas seeking similar goals. Modifications related to local conditions may be needed but the idea of offering a prize of chocolates instead of beers is a clear and well-defined technique that can be used everywhere.

The Torino approach is also easily transferable, as mentioned in the respective part of this report, though considerable adjustments may be required.

Overall, the CAMPARIE field applications comprise good examples for different type campaigns. The cases of Nantes and Leeds are perhaps more specialised, but again useful lessons can be learned.

2.2.7.2 Philosophy of campaign

As with technique used, different campaigns can accept the same philosophy in attempting to reach their goals. The positive, negative or neutral manner of a campaign, is for example a very strong element that characterises any effort and is closely related to the subject and to the recipients of the message. Similarly, other elements such as use of heroes, or animals, sketches etc. identify a campaign, and can act as similarity indicators among campaigns that have even different objectives and different target groups.

Promotion of Public Transport, as with promotion of other modes, must be based on positive messages bringing mainly the benefits and advantages of the proposed choice. Madrid, Thessaloniki and Dormagen seemed to follow the same approach with respect to this, though all of them are quite different campaigns.

In this respect, MIRTO becomes a precious tool, since it enables the determination of such similarity indicators.

2.2.7.3 Evaluation of campaign

This is one of the most important aspects, and perhaps the most difficult, since evaluation is always related to the objectives of the campaign, but also to other factors not easily standardised. The difficulty in homogenising evaluation has been obvious from the start of the CAMPARIE Evaluation work package. The evaluation of the six project-field applications showed that some aspects in evaluation may be transferable, but extreme caution

was required in any case. The use of suitable questionnaires was, for example, transferable, but necessary modifications and adjustments needed to be made.

Other well-known evaluation techniques and theories may also be employed in a similar fashion at different cases, but again, extreme care is required.

Thessaloniki and Torino evaluation techniques seem that can be easily transferred to almost each case. The Leeds approach is also transferable, but very good information is needed. The issue of evaluation indeed requires a lot more effort and research in this area.

2.2.8 Public Transport Information Strategy for Chisinau, Moldova

A specific workplan concerning a publicity and information strategy for the Public Transport Authority of the City of Chisinau has been developed. The plan was implemented with the involvement of consultants who provided training to local people. This project was designed as the initial phase to implement a public transport information strategy that was developed for the Chisinau Public Transport Authority by the INPHORMM Project.

The Public Transport Authority in Chisinau has been advised on how to establish an Information and Marketing Unit for the promotion of public transport services in Chisinau. The main purpose of the Information Strategy was to encourage the local population to continue to use public transport for travel in the City. Investment in public transport information systems is good value for money not only to create loyalty amongst travellers but also to make the day-to-day management of the transport operations more efficient.

2.2.8.1 Implementation of the Public Transport Information (PTI) Strategy

The PIT Strategy consisted of fifteen specific topics each with its associated tasks for implementation. This project concerned itself primarily with training in production methods for the creation of public transport publicity for roadside displays.

A series of visits took place during the period mid-December 1998 and mid-February 1999. The Project Consultant visited Chisinau in December to demonstrate software packages developed by Teleride (UK) Ltd for the creation of bus stop and trolley bus stop inventories and as a means to publish information displays for the stops. Site visits were made during the visit to see recent developments in the display of public transport information in the City. Sketch designs were also prepared by the Consultant on the type of cabinets required to mount information displays at stops.

In early 1999, the Public Transport Information and Marketing Unit was established as part of the Public Transport Authority in Chisinau. In late January 1999, arrangements were made for the Head of the Information Unit and a computer specialist to spend time in the UK to be trained by FWT Studios Ltd and Teleride (UK) Ltd in the use of the software products associated with the production of public transport publicity. The training took place over a period of a week, with a result that the candidates had sufficient time to use the Teleride software for the production of bus stop information panels. During their time at FWT Studios Ltd in London, they were briefed on the production processes for other forms of public transport publicity. This included the work recently completed on the production of geographic and diagrammatic versions of public transport maps for Chisinau. Liaison by FWT with the publishers used by the Public Transport Authority in Chisinau, meant that the trainees from

the Information Unit could take back with them CD's of the public transport maps produced for Chisinau by FWT. These have subsequently been used to publish a Public Transport Map and Guide for Chisinau.

Using the funds provided by the CAMPARIE Project, it was possible to provide a further delegation from the Public Transport Authority and Operators in Chisinau with a programme of visits to particular companies and locations in the UK. The programme was prepared in order to improve their understanding of how information strategies are being implemented in selected cities in England.

2.3 Evaluation Framework

Within the CAMPARIE framework, the role of the evaluation has been:

- To develop an evaluation framework for CAMPARIE
- To evaluate the effectiveness of IMPAC strategies adopted in the field applications, in terms of raising awareness and enhancing the image of more sustainable transport modes.
- To evaluate both qualitatively and quantitatively the content of the MIRTO Case Base
- To technically evaluate the efficiency and operability of the MIRTO prototype

2.3.1 Evaluation of Field Applications

The evaluation of field applications has been achieved through two main streams of survey work:

Stream I: The conduct of questionnaire based surveys among the IMPAC strategy target group to assess the effectiveness of the strategy according to a range of indicators defined at the local level. This was the end user survey.

Stream II: The conduct of a questionnaire based survey among IMPAC strategy decision makers and implementors to assess their expert opinion on the effectiveness of the IMPAC strategy adopted locally.

A field application has adopted to undertake either Stream I or Stream II evaluation and in one case study (Nantes) both streams were undertaken. The output from each survey has been evaluated to reach general conclusions regarding IMPAC strategy effectiveness. Factors relating to the city environment and nature of the IMPAC strategy within that environment have also been taken into account in each field application when evaluating the IMPAC strategy effectiveness.

Several interesting conclusions were drawn from this research effort. The most important of them together with other key findings are given in the following paragraphs.

Public awareness campaigns that aim at changing attitudes of the general public seem that they are not the preferred type of campaigns for Public Transport Operators or other local authorities and agencies that attempt to promote certain policies and measures. They rather approach the issue from a narrow point of view, meaning that their major goal is to deploy a successful measure or policy. However, in the transport area there is a lack of expert people in travel behaviour or communication strategies. It became obvious that the majority of the

people involved in this area are either Traffic and Transportation engineers or other scientists that have nothing to do with communication and awareness matters. In a similar manner, the professional agencies that are employed to undertake such tasks on behalf of the interested authority, most of the times have little or none experience on transport related issues.

It was also revealed that even in the cases where professional agencies that are experienced in transport related campaigns are engaged, they have been taught by the responsible persons in those authorities or organisations.

General Public Awareness campaigns tend to be undertaken by regional or national authorities. Targeted campaigns on the other hand, seem to be the most preferred type of campaigns for the majority of agencies, including local authorities, transport operators and other organisations. Targeted campaigns presume that some type of user needs study has been made, and soft measures of this type are necessary.

It is obvious that certain rules that apply to campaigns to the general public are also applicable to the targeted ones. Duration and cost are very critical factors for both types. Equally important are the media used and especially the way the recipients of the campaign are approached.

The individual campaigns on the other hand require a “customised” approach that must be the subject of a separate study.

Another major conclusion that has a global character is that campaigns should not be considered as independent or isolated efforts that attempt to change attitudes or travel behaviour. From an evaluation point of view this may be quite useful, because it enables the evaluator to isolate the likely effect of the campaign. From an effectiveness point of view however, it is a big mistake not to combine campaigns with other measures, either hard or soft. Campaigns must be part of a program with specific goals and targets, where each component of the program plays its own role. As with transport demand management measures that are more successful when applied in packages, campaigns must be part of a package including only “soft” measures or both “soft” and “hard”.

Common sense can achieve remarkable results with respect to travel behaviour and travel choices. Using publicity and awareness seems to be common sense in this business. The cost of designing and launching a suitable campaign is definitely lower than implementing a “hard” measure. It is the task of practitioners and researchers to find the trade off between spending on campaigns and on other measures, and it is the task of decision-makers to make the rights choices.

2.3.2 The Evaluation Process of MIRTO Prototype

The evaluation process was made up of several steps:

- Evaluation of the visual prototype
- An iterative compound step with three stages of partial evaluation by CAMPARIE partners. This step has given birth to three successive versions of MIRTO: version 1, 2 and 3.
- A first external evaluation step with demonstrations and the involvement of experts, outside the CAMPARIE project.

- A final evaluation step, starting with the release of the final version of MIRTO: version 4 with evaluation from experts working with the consortium partners.

The possible cultural differences among the experts do not appear to be so important as initially thought. It seems again that the roles and the point of view of the experts are the most important factors when evaluating the MIRTO prototype.

MIRTO is a promising tool according to the majority of the people asked. However some people had a quite different opinion. Their objection is not in the context and its functions, nor in its interface and capabilities. It is more in the concept behind this, i.e. behind the idea of designing and developing such a tool. This opinion is definitely respectable. Equally respectable is the opinion of the CAMPARIE Consortium members who invented this tool. It is believed that it is worth using and improving it and that MIRTO must be exploited in the near future at local and at European level.

2.4 Recommendations and guidelines

The recommendations and guidelines that follow are given mainly as a result of the CAMPARIE project work and findings. More specifically they were based on existing knowledge and bibliography, the analysis of practice, the interviews taken by experts and marketing professionals, the MIRTO Case Base and the experience acquired through the six filed applications that were implemented within the CAMPARIE project.

These guidelines were not addressed to marketing professionals, whose knowledge and role is irreplaceable in any case, but to transport planners, Public Transport operators, local authority decision makers and other groups who know or feel that their intended measures or policies need to be accompanied by one or more campaigns. The employment of a professional agency experienced in these types of campaigns is always the most recommended action. If however this cannot be the case, either due to lack of such agencies or due to inadequacy of funds, the proposed guidelines can help the involved persons to deal with this complex issue.

The campaign designer must remember that:

- The success of a campaign depends on many factors and not only by the design of the campaign. A good campaign in one place may be a bad campaign in another place if the case context is quite different. A market research activity is most of the times necessary before designing and implementing a campaign
- Campaigns are more effective when they are repeated.
- Campaigns are more effective when aimed at young people.
- Campaigns should be compatible with the social norms and preferences in the area.
- People are very often captive to specific needs and there is a discrepancy between attitude and behaviour.
- The sum of individual's behaviour does not equal the group behaviour.

It is also useful to note, according to the MIRTO Case Base, that:

- The majority of campaigns uses printed material as the main media to deliver the message(s)

- For most campaigns, there is an evaluation report, which finds that the campaign has been successful.
- The majority of campaigns are about Public Transport. This is partially because public transport authorities usually have marketing and advertising departments or staff and partially because they have clear targets and goals in their operations.
- The majority of campaigns refer either to small cities and urban areas or to large cities over 500,000 population.

2.4.1 The use of MIRTO in designing and evaluating a campaign

As already described, MIRTO is an aid tool to potential campaign designers and launchers, which enables them to:

- Search into the Case Base to look for similar campaign cases, cases of good practice and eventually cases of bad practice
- Study in detail any one case in the Case Base
- Consult the Case Base tool for a conceptual analysis of campaigns including the most likely values a field in the Case Base can take
- Perform statistical analyses
- Look for contact addresses and other useful information for further investigation on existing campaigns and/or professional agencies

A person that knows very little or nothing about campaigns, can in fact understand a lot by using MIRTO, which according to the independent evaluators is friendly enough, after a first period of familiarisation.

The usage of MIRTO as well as some indicative examples are described in the User's Manual that accompanies the software. Furthermore MIRTO is fully compatible to the questionnaire form used for the Elicitation of Knowledge, and it is recommended that a new user combines MIRTO with this form.

2.4.2 Simplified stepwise procedure for designing and implementing a campaign

The following comprise a simplified stepwise procedure for designing and implementing a campaign in the (urban) transport sector. The procedure is applicable both with and without the use of MIRTO.

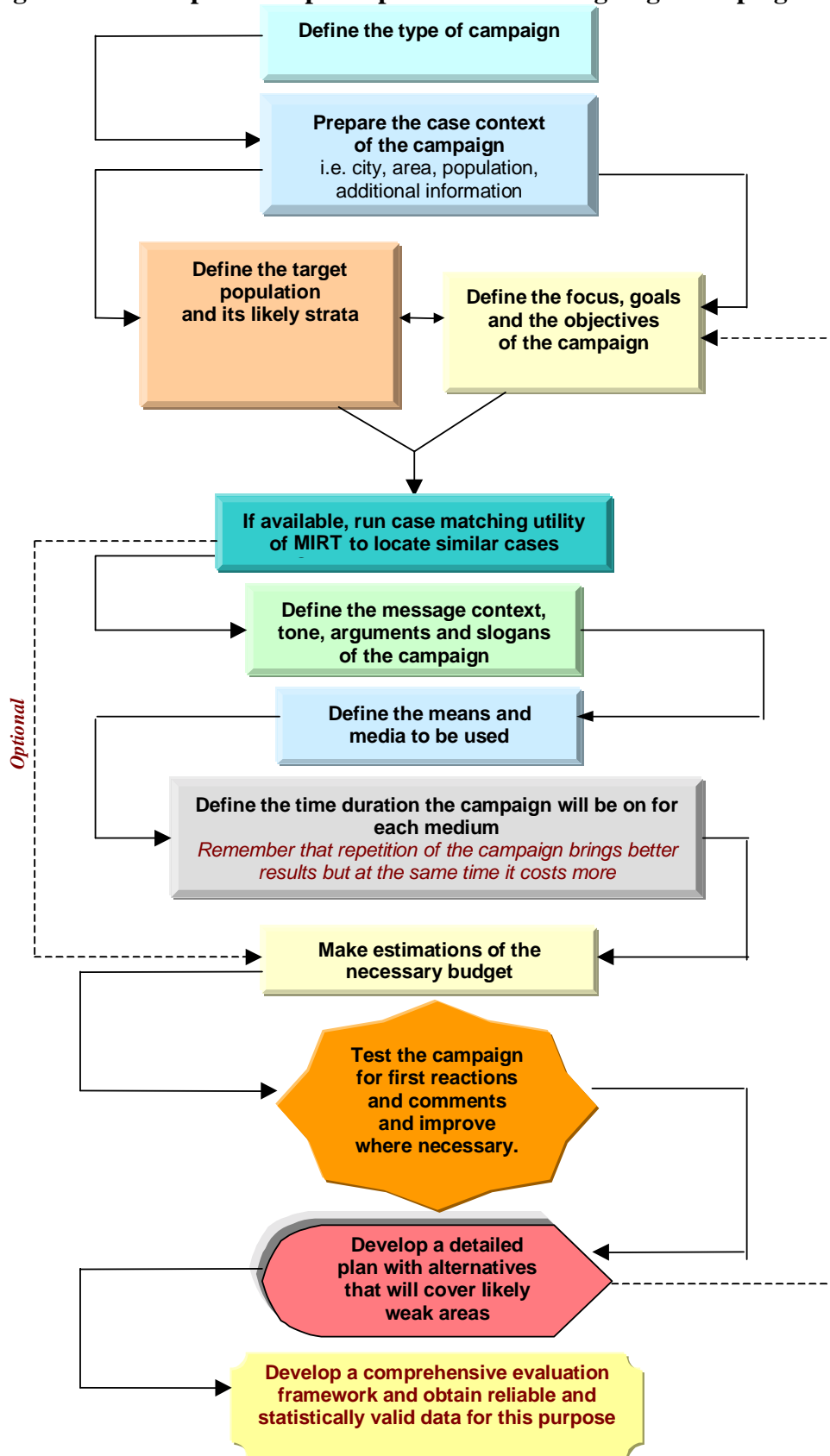
1. Define the type of campaign you want to design and launch. It is very likely that the campaign will be a combined one rather than a single one
2. Prepare the case context of the campaign by obtaining all city and area information (population, number of cars, number of trips, type of city etc)
3. Define the target population and its likely strata i.e. general public, certain age groups, certain occupations, car owners, public transport users, etc.
4. Define the main focus, the goals and the objectives the campaign is going to achieve
5. If available, run case matching utility of MIRTO to identify similar cases, and study them. Proceed – optionally – to step 9. Remember that the matching Index is based on available data only and it does not cover qualitative information.
6. Define the message contents of the campaign (tone, argument, slogan etc.), remembering at the same time that most often positive campaigns are more acceptable and thus successful.

7. Define the means and media to be used. Remember that each medium has advantages and disadvantages. For awareness campaigns for example mass media such as TV and Radio are most suitable and effective.
8. Define the time duration the campaign will be on for each medium. This is a matter of available or allocated funds and there will be an interactive process to exactly define time duration in relation to the expected effectiveness and the available budget. Remember that repetition of the campaign brings better results but at the same time it costs more.
9. Make estimations of the necessary budget taking into account the scale of the campaign, the expected impacts and the target groups. Be conservative and make sensitivity analysis based on past experience or similar cases.
10. Test the campaign for first reactions and comments and improve where necessary.
11. Develop a detailed plan with alternatives that will cover likely weak areas.
12. Check the result and iterate if necessary going to steps 3 and 4
13. Develop a comprehensive evaluation framework and obtain reliable and statistically valid data for this purpose.

Other issues are also closely related to the design and the implementation of a campaign such as the selection of a fictitious character, the use of a celebrity etc. Apparently, the use of such characters presumes a “more” professional approach.

The stepwise procedure is shown in Figure A2.3.

Figure A2.3: Simplified stepwise procedure for designing a campaign



3 OTHER EU PROJECTS

3.1 Introduction

This section examines completed EU research and demonstration projects, other than INPHORMM and CAMPARIE, which are related to the issues covered by TAPESTRY, namely, communication programmes, campaigns and other publicity and education measures in support of sustainable transport policies. In most cases, the primary aim has not been to assess the use of communication programmes or campaigns as such, but to use them in conjunction with other measures to promote reduced car use.

The following EU Transport Fourth Framework RTD projects have been reviewed:

- MOSAIC and MOMENTUM were two linked FP4 projects looking at the development of mobility management strategies in a variety of settings
- ICARO was one of the first EU research projects to examine the impact of measures to promote car-pooling and HOV lanes.
- ADONIS and WALCYNG were two linked FP4 projects which attempted to identify factors that would increase the substitution of cycling and walking for short trips by car.
- MAESTRO developed guidelines for the selection, design and evaluation of pilot and demonstration projects related to transport in Europe.
- STIMULUS sought to identify the reality behind market segmentation for transport, based on attitudinal clusters as opposed to traditional concepts of car drivers and public transport users

In addition, the following projects funded by other EU programmes have been included in the selection:

- SALSA funded under the LIFE programme (DG ENVIRON) sought to examine ways in which to promote safe walking and cycling routes to leisure facilities for children.
- IMPACT funded under the SAVE programme (formally DG XVII) was a major demonstration project to promote energy efficient modes through information packs.
- MOST, funded by the European Commission, DG Energy and Transport (TREN), builds on the basic findings of several previous projects including MOMENTUM, MOSAIC or INPHORMM, and was designed to further develop and spread the concept of mobility management, and to expand the current scope of experience.
- TARGET, funded by the European Commission, Interreg IIC North Sea Region Programme (ERDF), aims to promote sustainable transport across the partner regions of Yorkshire and Humber (UK), Goteborg (Sweden), and Bremen (Germany).

- TARGET 2, co-funded by the European Regional Development Fund, Interreg III North Sea Region programme, is concerned with providing a range of transport choices and developing alternative measures to influence and encourage a change in travel behaviour.
- SMILE, funded under the LIFE programme (DG ENVIRON), aims to reduce the negative impact of urban transport on air quality, climate, noise environment and quality of life, by promoting and demonstrating sustainable mobility initiatives in local authorities.
- PROVIDER, co-financed by the EC SAVE Programme, aims to promote energy efficient mobility on a large scale in European schools.

The following section sets out a brief summary of the objectives, methodology and main outcomes of each project.

3.2 Project Summaries

3.2.1 MOSAIC

3.2.1.1 Objectives

MOSAIC (Mobility Strategy Applications in the Community) was a Fourth Framework Programme, three year Urban Transport Research project that began in January 1996 and was completed at the end of 1998.

It had three primary objectives:

- To improve understanding of Mobility Management
 - review progress to date in passenger and freight Mobility Management;
 - clarify the concepts and their roles within Mobility Management;
 - understand and define user needs: defining generalised needs, (e.g. broad market requirements), while retaining specific requirements (e.g. need of disabled travellers).
- To demonstrate Mobility Management concepts in a variety of settings in different countries
 - configure outline models;
 - innovate with new configurations;
 - refine the Mobility Management models to build upon the lessons learned from the project;
 - evaluate the models, both internally and externally, to develop valid and transferable lessons;
 - assess the potential for the wider implementation of such approaches.
- To disseminate the findings to assist in the development of effective Mobility Management strategies
 - inform decision makers, travellers and freight/public transport operators of the potential of Mobility Management, widening the opportunities for further participation;
 - recommend Mobility Management models, suggesting a variety of configurations.

The project partners and demonstration sites were from the UK, Germany and the Netherlands.

3.2.1.2 Methodology

MOSAIC tested Mobility Management concepts in three Member States.

In Wuppertal (Germany), the demonstrator focused on the expansion of services offered at the city centre Mobility Centre. This is a centre open to the public, by visits or telephone, for information on all transport modes. This included information on public transport, but also less well known services such as car sharing, and available parking spaces. At the end of the project, there was a small but recognisable shift from private to public transport.

In Nottingham (UK), MOSAIC funded a Mobility Consultant, employed by the City Council to encourage local employers to adopt Mobility Plans (Green Commuter Plans) and to offer assistance with their development. At the end of the project, a total of 32 organisations (out of a possible 108) with more than 200 employees in the City were working on Green Commuter Plans. Of these, 22 organisations had been encouraged to take action during the MOSAIC project.

In the Netherlands, three different initiatives were monitored as part of MOSAIC. The first, a commuters' newspaper in the North Netherlands region, aimed to encourage employees to start a car-pool and use other more sustainable modes. The second was a Mobility Centre in Utrecht, situated near the University and Academic Hospital outside the city centre. The Office offered information to participating organisations and developed a Mobility Plan for the whole area. The third initiative was the appointment of a Mobility Consultant in the Leiden Region. The consultant acted as a link between the government, companies and the mobility service providers. In the first year of the project, the percentage of companies that had introduced some kind of Mobility Management measures increased from 2% to 8%

3.2.1.3 Main results and conclusions

In addition to the results of the individual demonstrators, the main findings of MOSAIC can be summarised as follows:

- the need for Mobility Management strategies to be developed over time; they should first aim to create awareness of sustainable modes and then initiate changes in attitudes and behaviour;
- the importance of promotion and lobbying in getting key actors involved in Mobility Management;
- the need to create stable alliances or partnerships right from the beginning of any initiative, both top-down and bottom-up;
- targeted marketing of all services as a crucial element in Mobility Management;
- the need to monitor Mobility Management services to ensure efficiency;
- the importance of assessing any Mobility Management initiative, taking into account external factors such as the health effects of high traffic levels.

MOSAIC also made recommendation for the development of the concepts of Mobility Centres, Mobility Consultants, Mobility Managers, Mobility Plans and Mobility Offices.

3.2.2 MOMENTUM

3.2.2.1 Objectives

MOMENTUM (Mobility Management for the Urban Environment) was a Fourth Framework Programme, three year Urban Transport Research project.

Working to complement MOSAIC, MOMENTUM aimed to:

- Present a survey of existing mobility management concepts, strategies and tools as they are used in EU countries and Switzerland, including criteria for success, shortcomings and possibilities;
- Define integrated concepts for mobility management strategies and for operational mobility centres, which address all types of trips;
- Demonstrate and apply mobility management strategies and tools as case studies in a number of mobility centres in 13 sites;
- Identify concepts for the transfer of mobility management strategies according to local needs;
- Disseminate the results of mobility management through products such as a brochure and a user manual on mobility management.

3.2.2.2 Methodology

The first stage of the project involved compiling an inventory of mobility management concepts from throughout Europe and other parts of the world. The first version was undertaken in 1996, with a second updated version prepared towards the end of the project in 1998.

A second deliverable “Blueprint for Mobility Centres”, prepared in 1997, explored the development of ‘full services’ and integrated concepts for mobility centres, which covered all types of trips.

Thirteen demonstration sites, in which these concepts were tested, were operational from 1997 to the end of the project. In some sites, the facilities set up under MOMENTUM are still in operation.

The sites were as follows (in some sites, several mobility management strategies were tested):

	Commuting/ Business	Education	Leisure	Freight	All purpose
City / Region			Essen Corfu	Gothenburg	Graz Zürich Zug Münster Bologna
Site	Potsdam Namur Leicester	Coimbra Leuven Leicester			

Commuting / Business

In Potsdam, the demonstration concerned a business park on the outskirts of the town, which was poorly served by public transport. The project enabled a travel survey to be carried out of commuters and the introduction of a shuttle bus service, accessible only on possession of a special public transport card.

In Namur, activity focused on developing a travel plan and promoting the use of public transport and cycling to the employees of the Regional Ministry for Education. In Leicester, travel surveys were carried out of employees at a hospital and the City Council, to determine those who could be persuaded to replace car trips with public transport or cycling.

Education

The University in Coimbra introduced a mobility centre as part of a strategy to promote public transport, walking and cycling trips to the campus.

In Leuven, information packs and cycle route maps were distributed both to school pupils and new students at the University.

In Leicester, two Universities developed public travel surveys of their students and staff, with a view to identifying measures to reduce car trips to the sites.

Leisure

In Essen, work focused on the development of mobility services for young people (aged 10-14), including guided tours, making information accessible in schools and providing special services in the evenings.

The Mobility Centre in Corfu aimed to reduce the number of trips made by car by tourists and to act as an information point for bus, ship and other mobility services.

Freight

The enhancement of a goods service, carried by public transport passenger vehicles was the focus on the Gothenburg demonstrator.

All purpose

In Graz a mobility centre “Mobil-Zentral” was set up to provide information on all the public transport services available in the area, as well as other modes such as cycling, car-sharing and car-pooling.

In Zug a similar centre was set up, providing the same sort of services and a new annual public transport season ticket was introduced which included additional services, such as taxis, car-sharing club membership and boat trips.

The provision of mobility service information pack to new residents was the focus of the pilot in Zürich.

In Münster, a number of measures were introduced, including special signing at transfer points, a mobility centre and a public awareness campaign.

Mobility centres, acting as information points for public transport services, as well as other modes were tested in Bologna.

3.2.2.3 Main results and conclusions

In addition to the outcomes of the individual demonstration sites, MOMENTUM can list the following achievements:

- Agreement on a definition of mobility management;
- Wide recognition, comprehension and acceptance of the concept of mobility management at the European, national and local levels;

- Awareness of mobility management amongst politicians and other decision makers, particularly at the local level;
- Identification and testing of new techniques within mobility management, e.g. software in the mobility centre in Corfu and new ways to target employees in Potsdam;
- Identification of cost savings as a potential way to market mobility management solutions to business and government authorities.

3.2.3 ICARO

3.2.3.1 Objectives

ICARO (Increase of car occupancy through innovative measures and technical instruments) was a research and demonstration project which began in January 1997 and was completed in March 1999.

The objectives of the project were:

- To identify best practice concerning technical instruments and organisational measures to increase car occupancy;
- To identify and understand the institutional, legal, financial and cultural framework on the increase of car occupancy;
- To carry out a number of demonstrations using techniques and measures to increase car occupancy;
- To investigate substitute behaviour which may result from the implementation of schemes to increase car occupancy
- To establish a method of selecting the appropriate measures and instruments for increasing car occupancy;
- To disseminate the results to all interested parties.

3.2.3.2 Methodology

The project was divided into seven work packages. Workpackage 1 involved a review of existing best practice regarding systems, techniques and measures to increase private car occupancy. Some of the results of this process were used in the design of the demonstrations.

The second and third workpackages involved the consideration of institutional, legal, financial and cultural issues relating to measures to increase car occupancy, and the drafting of an evaluation framework for the demonstrators, respectively.

The principal part of the project concerned the implementation and evaluation of five demonstrations in the cities of Leeds (UK), Brussels, Salzburg, Pilsen and several sites in Switzerland, in which different types of measures to increase car occupancy were tested. In parallel, four modelling demonstrations were carried out for Leeds, Madrid, Thessalonica and Salzburg.

In Leeds, a HOV lane and special bus lay-bys were constructed and implemented along a busy commuter route into the city centre.

In Salzburg, the demonstration involved creating car pool car parks and preferential parking space for commuters with increased car occupancy, which was also tested in the Swiss sites. In addition reduced parking rates were applied in public garages or car parks.

In Brussels and Rotterdam, a guaranteed ride home scheme was set up for those who car-pooled to travel to work. In Graz and Rotterdam, the project enabled the testing of car-pool (pick up) stops.

In Salzburg and Pilsen, participating organisations introduced reduced public transport fares for the journey home, for those who have car-pooled to work. Finally in Salzburg, the issue of additional passenger insurance for car-pooling drivers was investigated.

A matching service, whereby car drivers and passengers could be brought together was also under trial in Salzburg, Brussels, Graz, Pilsen and Switzerland.

3.2.3.3 *Main results and conclusions*

ICARO was a wide-ranging project, which combined demonstrations and modelling scenarios. The main conclusions are as follows:

- Generally, those who have had experience of car pooling are positive
- The burden of responsibility on the driver is seen as negative
- The financial benefits are most important to car-poolers, followed by social contacts
- More information about car-polling e.g. matching centres, would make it more attractive to potential users
- Car-pooling is most effective for commuting trips
- The greater the distance from home to work, the more likely that car-pooling will be considered
- Car-poolers are likely to have poor public transport options available to them
- Publicity campaigns are crucial for the successful implementation of HOV lanes
- The active support of companies can be the most important factor in the success of promoting car-pooling; the majority of car-poolers are matched within the same company or workplace
- Time saving for HOV lanes users in peak times can be significant; if congestion is not present, then often no time savings are made, therefore weakening the argument for car-pooling
- Preferential parking spaces for HOV are not an effective incentive to car-pool, unless they are strictly enforced. Equally, if parking spaces are unrestricted, then car-pooling is not attractive.
- Car-pooling to public transport stops rarely happens in practice. Passengers are more likely to be taken to their final destination in the town centre by car.
- The modelling scenarios suggest that in order to prevent PT users becoming Car-poolers, priority measures for buses must be introduced as part of any HOV lane.

3.2.4 *ADONIS*

3.2.4.1 *Objectives*

ADONIS (Analysis and Development of New Insight into Substitution of short car trips by cycling and walking) was an EU RTD 4th Framework project, which started in May 1996 and concluded at the end of 1997.

The project involved partners in Denmark, The Netherlands, Spain, Sweden and Belgium. The research was primarily carried out in Amsterdam, Barcelona, and Copenhagen.

The overall objective of the project was to investigate how short car trips in cities could be substituted by walking or cycling, in terms of:

- Cyclists, pedestrians and car drivers reasons for mode choice;
- New physical and non-physical measures for cyclists and pedestrians;
- Statements from people who have been involved in a traffic accident;
- National differences, if any.

3.2.4.2 Methodology

ADONIS undertook three parallel tasks:

- 1 The development of a best practice catalogue of physical and non-physical measures designed to boost cycling and walking.
- 2 A behavioural study, based on qualitative research and a review of existing research, looking at the factors which effect modal choice
- 3 A qualitative accident analysis, based on interviews with those involved in cyclist and pedestrian accidents.

The best practice catalogue is the result of reviewing technical and non-technical measures implemented in the Netherlands, Belgium, Denmark, Switzerland and Spain. Each measure was chosen for inclusion in the catalogue as they had been tested in terms of comfort, cost-effectiveness and increased safety, as well as their potential to increase walking and cycling. In addition, measures specifically focused on children, the elderly and the disabled were included.

The behavioural study focused on the modal choices made by regular car drivers in the 18-65 age bracket, (i.e. representatives of the working population). 354 people from the three cities took part. The questionnaire was developed using an adapted version of the Theory of Planned Behaviour and so included questions on attitudes, social norms, perceived control and habit in relation to a journey of 2.5km from their home. Travel diaries were also used to provide additional data on factors such as number and purpose of trips taken, time of day, gender, age, and vehicle occupancy. The questionnaire and the travel survey were completed by the same respondents.

The accident analysis was based on personal interviews carried out with pedestrians, cyclists and car drivers who had been involved in an accident in Copenhagen, Amsterdam and Barcelona. The interviews enabled the collection of information on how these road users perceived their accident and how it had influenced their behaviour. 105 interviews were carried out.

3.2.4.3 Main results and outcomes

The results of ADONIS were recommendations in the three areas covered by the project. These included suggestions for innovative technical and non- technical measures to promote cycling and walking, a better understanding of the motivating factors for cycling, walking and car use and, finally, recommendation for how to increase the safety of cyclists, pedestrians and car users.

The most important findings and recommendations are as follows:

Behavioural:

- The first trip of the day is likely to determine travel modes for the rest of the day and daily habits;
- The potential for substituting car trips with walking is greatest for distances of 1km or less;
- Replacing a car trip of a maximum of 5 km with cycling is acceptable to most people;
- Cyclists and motorists both have strong lobbies fighting their causes; there is generally a lack of organisations standing up for pedestrians;
- At the same time as making improvements to the road layout etc. for cyclists and pedestrians, initiatives to convince drivers of the health and environmental benefits of cycling and walking need to be launched.

Accidents / Road Safety:

- Accidents are perceived to be most prevalent, when there is a lack of awareness of other road users, e.g. seeing the other party as a hazard, misjudging their intention etc.;
- Accidents themselves do not affect modal choice. However, cyclists and pedestrians are usually more cautious after an accident.

General recommendations for policy makers:

- Cycling and walking should be considered as means of transport and integrated in to a city's (or local authority's) transport policy;
- Set up an integrated plan and implement groups of measures, step by step;
- Implement sufficient crossing facilities for cyclists and pedestrians that enable early detection and good visibility for all road users;
- Introduce measures to reduce car speeds and/ or increase police enforcement.

Communication measures

- Do not promote cycling and walking until the city has a minimum of safe infrastructure facilities for cyclists and pedestrians;
- Inform all road user groups of new measures and how to use them correctly;
- Promote incentives that make drivers experience the benefit of cycling and walking.

3.2.5 WALCYNG

3.2.5.1 Objectives

WALCYNG (How to enhance WALKing and CYcliNG instead of shorter car trips and make these modes safer) was a DG VII Transport research project within the EU RTD 4th Framework. It began in 1997 and concluded in July 1998.

The main objective of WALCYNG was to identify conditions and measures which may contribute to replacing short car trips with walking and cycling and to develop output aimed at road users, employers and decision makers and authorities.

WALCYNG applied a four-part marketing model:

- Information policy - collecting information on potential and exiting customers, to assess the preconditions for the mode they choose;
- Product and distribution policy – development of adequate and attractive technical solutions to meet customer and potential customer need;
- Incentives and pricing policy – provision of incentives to encourage walking and cycling and to discourage car use for short trips;
- Communications policy – informing users and potential users that their needs are being taken into account, and the promotion of the product.

3.2.5.2 Methodology

WALCYNG was divided into 13 workpackages, 10 of which looking at a specific question:

The first four Work Packages aimed to review the current situation:

- Work Package 1 – An investigation into the current situation with regard to the proportion of short trips made by car, bicycle and on foot.
- Work Package 2 – A review of products and efforts for pedestrian and cyclists, including personal products (e.g. safety helmets, reflective band), vehicle products (e.g. saddle bags), road and infrastructure changes (e.g. links, crossings, parking facilities) and societal efforts (e.g. from politicians or employers, encouraging or discouraging walking and cycling).
- Work Package 3 – An analysis of the general problems faced by pedestrians and cyclists, or barriers to adopting these modes.
- Work Package 4 – An evaluation of the safety measures needed to reduce accidents amongst walkers and cyclists.

On the basis of the findings of Work Packages 1-4, seven further Work Packages focused on the following issues:

- Work Package 5 – A synthesis of the findings of the previous work packages.
- Work Package 6 – Interviews, attitude analyses and stated preference surveys with regard to short trips by car, bicycle and on foot.
- Work Package 7 – Identification of positive products and recommendations when planning cycling and walking infrastructure.
- Work Package 8 – Recommendations on incentive and disincentive strategies to persuade car drivers to walk or cycle for short distances.
- Work Package 9 – Assessment of communication strategies used with target groups and recommendations for their improvement, including an assessment of elements of the Theory of Planned Behaviour and the Stages of Change model.
- Work Package 10 – Development of “inoculation” arguments, i.e. those which can be used to counter common arguments against cycling and walking.

- Work Package 11 – Development of advice on successful lobbying for walking and cycling.

3.2.5.3 *Main results and outcomes*

WALCYNG was a wide ranging project, which produced a number of detailed reports on each subject set out above. However, the main findings can be summarised as follows:

- Potential - There is a great potential for cycling and walking. Approximately 50% of all trips by car are less than 5km and almost 30% of these trips less than 1km. These distances could be covered by cycling or on foot in less than 15 minutes.
- Products / Facilities - Many good products and facilities already exist for pedestrians and cyclists. Local authorities should focus on a more consistent implementation, safe parking, means for transporting goods and a well developed system of paths.
- Safety – Car speeds should be reduced whenever they interact with cyclist or walkers. Vision at intersections should be improved and the wearing of cycle helmets encouraged.
- Attractions / Barriers – Personal health and environmental factors are the most important attractions of cycling and walking, e.g. the opportunity for exercise, independence, convenience. The most obvious barriers are time, inability to carry things, unsafe road conditions and crossings, insufficient paths, bad weather and polluted air.
- Incentives – Both public authorities and private companies should provide incentives for walking and cycling. Companies need in turn incentives from public authorities to stimulate change.
- Communication – Campaigns should be used to make information available and should be evaluated. Consistent information can play an important role in encouraging cycling and walking, when the facilities are in place.
- Inoculation – The most frequently cited problems and “killer arguments” used against the promotion of cycling and walking should be studied and rebuttals prepared in advance.
- Lobbying – Useful contacts with local, national and even international lobbying organisations should be sought and used. Lobby groups can also assist public authorities to provide and extend know how about walking and cycling.

3.2.6 **MAESTRO**

3.2.6.1 *Objectives*

MAESTRO (Monitoring, assessment and evaluation scheme for transport policy options in Europe) was a two-year project running from 1998 to 1999. It was a major strategic initiative in the Transport Research programme, part of the EU RTD 4th Framework.

The MAESTRO mission statement was:

“To establish a common framework and methodology for the selection, design and evaluation of pilot and demonstration projects within the specific research programme on Transport”.

The main output of the project was a set of guidelines, which aimed to provide practical advice on the selection, design and evaluation of transport-related pilot projects.

In addition to the drafting the Guidelines, MAESTRO had the following objectives:

- Play a supporting role in the Transport RTD programme in setting up, monitoring and implementing all pilot and demonstration (P/D) projects;
- Suggest a set of possible collaborative evaluation projects within and between different programme sectors;
- Assist the EU Commission in evaluation preparatory advice for future Transport RTD initiatives.

MAESTRO was therefore a technical project, which sought to develop guidance for all types of transport pilot and demonstration projects.

3.2.6.2 Methodology

MAESTRO involved a number of sequential tasks, organised in workpackages. Six of these workpackages represented different stages towards the development of the MAESTRO guidelines:

- 1 – A review both of current EU Transport Research projects and other transport and non-transport projects at EU and national level;
- 2 – The definition of a MAESTRO Methodology framework for transport policies, strategies and measures and the experimental design phase of a project;
- 3 – The pre-selection, elaboration and adaptation of practical evaluation methods;
- 4 – An investigation into the assessment and co-ordination of RTD programme pilot projects;
- 5 – The preparation of guidelines for the EU Commission on the evaluation of 5th RTD Framework Programme proposals and of recommendations for the management and co-ordination of programme evaluation;
- 6 – The development of the MAESTRO guidelines structure and production of the guidelines, the validation of the MAESTRO methodology and the definition of the final MAESTRO package.

3.2.6.3 Main results and outputs

The primary output of MAESTRO was the development of the Guidelines on the selection, design and evaluation of transport pilot and demonstration projects.

These guidelines can be summarised as follows:

- An introduction to the concept of a pilot or demonstration project (P/D project) and the pre-conditions needed for a successful project.
- Steps to be taken before the project begins: Defining the problem to be addressed and ensuring that a P/D project is the right route to take, by looking at the definition of a set of objectives and the ability to reach certain threshold criteria, such as the added value a real life demonstration project would bring.

The eight steps of the MAESTRO methodology:

- Define the objectives - Using four hierarchical levels, Transport, Sector, Area and Application, as well as the identification of key stakeholders.

- Site Selection and pre-design - How to choose the potential site (if there is a choice) and specifying the functionality of the applications or systems to be tested, as well as the project actors.
- Initial Evaluation – This forms the core of the MAESTRO methodology. The three stages of evaluation are set out: Initial – i.e. to estimate the expected impacts of the project, on the basis of which a decision can be made on whether the project design needs changing; Ex-ante – “before” measurement and the point at which a review can be made of whether to proceed, modify or abandon; Ex-post – the evaluation after the implementation phase is complete.

The guidelines then set out:

- The purpose of evaluation.
- How to select impacts and indicators (detailed lists for each sector are included in the MAESTRO Guidelines’ Appendices).
- How to predict expected impacts.
- How to draft an evaluation plan.
- Design – How to make the detailed specification of how the project will be carried out, including ensuring that it is consistent with the objectives.
- Ex-ante Evaluation – Suggestions on how to carry out this stage of the evaluation process, which looks again at the initial evaluation after the detailed design phase has been completed.
- Implementation – Information on critical success issues, reporting and verification procedures.
- Ex- post Evaluation – Issues to be addressed by this final stage in the evaluation process and guidance on impact to be considered, in particular economic efficiency, environmental factors, transport system performance and safety.
- Evaluation Tools – Review of the main evaluation tools available (monetary and non-monetary) and when such tools can best be used.
- After the project – Guidance on how to interpret the results, additional benefits including transferability and whether or not to proceed to full scale implementation.

The guidelines also include a list of recommended further reading, an overview of quality control standards, as well as Appendices covering objectives, indicators and impacts for the seven transport sectors in the 4th Framework Programme.

The MAESTRO guidelines have already been used in the site selection and pre-design phase of each TAPESTRY case study. They will continue to make a contribution to the TAPESTRY assessment and case study management process.

3.2.7 STIMULUS

3.2.7.1 Objectives

STIMULUS (Segmentation for Transport in Markets Using Latent User Psychological Structures) was EU RTD 4th Framework Programme project which was completed in 1999.

The objectives of STIMULUS were:

- To classify particular types of road users, representing special market segments according to conventional demographics and user type specifications;
- To identify the interests, attitudes, motivators and behaviours of these groups towards communication of transport related information and measures, such as mobility restrictions, as well as environmental and external costs;
- To identify new categories of users, according to underlying psychological processes and cross tabulate these with known demographic and user types;
- To discover the interests, attitudes, motivators and behaviours of these newly defined cross categories towards transport and traffic related measures;
- To enable the assessment of information systems, policies and strategies according to their level of acceptance by different user group (both methods of classification);
- To enable the assessment of information systems, policies and strategies for their level of acceptance by different user groups, according to those groups' perceptions of social and environmental "cost" of transport;
- To assess the characteristics of information delivery systems according to conventional and revealed market segments.

3.2.7.2 Methodology

STIMULUS developed and tested new methodologies for new market segmentation in several sites: Liverpool, Torino, Oslo, Dublin, Bucharest and Bristol.

There were seven main stages to the project:

- Survey of city and environmental variables – The sites chosen were selected to reflect different city size and characteristics, in addition to different local transport or planning policies. Surveys were carried out to enable a comparison of the social, political and physical environments of these cities.
- Demographic variables and lifestyle descriptors – Drawing on their experience of other transport and non-transport research projects, the partners compiled a list of demographic variables and lifestyle descriptors.
- Identification of criteria for questionnaire attitudinal scales – Input on topics to be included in the questionnaire initially came from the partners, policy makers and other transport operators interested in STIMULUS. A qualitative research approach was then used within the framework of PCP (Personal Construct Psychology). Interviews were then carried out with road users at all site and the responses compiled into an Excel spreadsheet, which could be used for other projects.
- Questionnaire design – A standard format was developed by the partners and used in "hall tests" at each of the sites (except Oslo), with quotas to ensure that a good cross section of the population were covered. In Oslo, the questionnaires were completed by a larger sample at home.
- Software development – A number of software solutions were considered, but no existing packages met the needs of the project. Two program groups developed by the project partners were integrated into a new STIMULUS package.
- Analysis – The STIMULUS software package enables the data collected to be analysed in four ways:
 - Demographics and lifestyle;

- Attitudes towards ‘elements’ such as modes of transport, ‘management measures’ and ‘transport users’;
- Importance or relevance of issues, measures, media and personal qualities;
- Psychographic segmentation of attitudinal data sets, modes, management measures and people.

3.2.7.3 *Main results and outputs*

The main output of the project was the development of the STIMULUS software package. However, an analysis of the questionnaires revealed the following results:

- Market segments, such as car user and public transport users are traditionally regarded as different target audiences with differing preferences, requiring different types of marketing campaigns. The results of the STIMULUS survey show that there are in fact very few differences between these groups in the way they see transport policies and measures.
- When the software segments the samples according to psychological make-up, rather than pre-determined demographic, behavioural or attitudinal variables, it reveals more differences between the segments than when traditional segmentation is applied.
- The traffic management measures most likely to be acceptable are the use of speed cameras, bus lanes and restrictions on freight delivery times. The least popular measure was parking pricing.
- Congestion and air pollution are seen by most as the most obvious problems associated with transport.
- Cars are the most popular mode, followed by trains. Car users are much more positive about their modes than bus users are about public transport.
- Buses need to offer better service attributes (speed, comfort, ease of use, flexibility), before potential customers will see them as attractive and shift mode.

3.2.8 **SALSA**

3.2.8.1 *Objectives*

SALSA (Sustainable Access to Leisure Site and Amenities) was a project funded by the LIFE programme (DG ENVIRON), which began in September 1998 and was completed at the end of January 2001.

The project was mainly carried out by the London Borough of Ealing, UK, in partnership with the City of Odense, Denmark.

The primary aims of the project were:

- To increase the percentage of short urban journeys (<2 miles) undertaken on foot or by bicycle, rather than by car, between the (leisure) facilities and the targeted residential areas.
- To reduce the number of “escort trips” made by car between the areas targeted and the leisure facilities by involving local residents (parents and children) in the planning of routes and thus increasing support for their use.

The project aimed to extend the concept of “safe route to schools” to cover the large number of journeys made by children and their parents for leisure purposes. It was the first EU research project which sought to establish the barriers to children’s independent mobility and to find solutions to overcome them.

3.2.8.2 Methodology

SALSA combined research into children’s behaviour and parents’ attitudes with the design of physical improvements to routes between selected residential areas and leisure facilities. The project consisted of four broad elements:

Initial research and consultation

In November 1998, an observation study was carried out to count the number of children arriving at leisure sites on their own, with friends, with adults and how they travelled. This research was used as the “baseline”, for measuring the impact of SALSA at the end of the project.

In June 1999, a market research company carried out a series of focus groups with parents, to establish which issues were of most concern to them and to assess how the fear of crime, road accidents and strangers affected their children’s freedom to travel unaccompanied.

Construction and Implementation of the new routes

Before the design of the new routes got underway, a study visit was made to the City of Odense, to see some innovative design in practice and to see whether it could be replicated in Ealing.

In July 1999, a number of expert design workshops were held. These built on the suggestions for improvements made during the focus group discussions. Once the preliminary designs had been completed, the local community were consulted again, prior to construction starting.

Works started in February 2000. In total 38 individual road improvements were made to create the four “safe routes”, which linked 21 leisure facilities.

Publicity

In addition to the consultation process prior and during the development of the routes, a publicity campaign was launched to raise awareness of the improvements and to try to encourage people to use them, either on foot or by bicycle.

The campaign included the distribution of maps leaflets, newsletters for parents and information about leisure facilities. These were compiled into a pack and distributed to every 10, 11 and 12 year old in schools in and around the target areas just before the school holidays in July 2000. In addition, a competition was run and SALSA products (water bottles, reflective bands etc) were given out at children’s activity days.

Post Implementation Research

The post implementation research took place after the school holidays in September 2000. It consisted of two stages: the first stage was a repeat of the observation study carried out at the beginning of the project and interviews with unaccompanied children at leisure sites to assess any changes in travel behaviour. The second stage was a repetition of the focus groups with the parents, to see whether any change in attitudes and perceptions could be observed.

3.2.8.3 Main results and outputs

SALSA combined physical improvements to pedestrian and cycle routes with research into local people's attitudes to children's mobility. Although the observation studies carried out before and after the implementation of the new routes showed a decrease in the number of children walking or cycling unaccompanied to leisure facilities (3.6% in number of children walking, 1.3% cycling), SALSA had a number of positive outcomes:

- SALSA contributed to an increased level of awareness of the benefits of children travelling independently; levels of awareness of the SALSA improvements were high and identified by parents as having a positive effect on how much independence they would give to their children.
- Road safety improvements were more favourably received if aimed at pedestrians, e.g. pelican or toucan crossing, speed humps. However, fear crime was felt to be a more important determinant factors in the levels of independence allowed for children.
- 23% of children arriving at leisure facilities after implementation were aware of SALSA.
- 37% of those children who had walked or cycled, had used some part of the SALSA route.
- 1% decrease in the number of escort car trips in areas covered by the routes.

3.2.9 IMPACT

3.2.9.1 Objectives

IMPACT (Information Packages for Energy Efficient Mobility) was a SAVE II project, which began in February 1997 and was completed in late 1998.

The project aimed to see whether the provision of information on alternative modes to the car at times when people were most likely to change their habits (e.g. when new to a city, when starting a job or on the birth of a child) could help change travel behaviour.

This premise was based on research carried out in Austrian and German cities, which suggested that for 21 % of respondents, lack of information and or acceptance was the main reason why they didn't use public transport or cycle more often. Surveys have also shown that a further 5% do have sufficient information and the possibility to use public transport, but choose not to do so out of habit.

IMPACT therefore aimed to provide information to people at a time when they were most prepared to make changes in their travel behaviour and to assess the impact of the approach, through the use of surveys.

3.2.9.2 Methodology

The project concerns the development of information packages on all sorts of transport modes, in particular, public transport, cycling and walking in the following three cities:

- Hasselt (Belgium) – An information package for newcomers to the city was distributed to those who registered at the City Hall. 130 families move to or within the city each month. The package contained an introductory letter from the Mayor, information on cycling

routes, pedestrian routes, a bus map and timetable and tariff for travel outside the city (within the city public transport is free), a train timetable and information about car sharing.

- Graz (Austria) – An information package for those starting a new job with several companies in the city. The package contained information about public transport (tariffs and a map), a booklet comparing different modes of transport in terms of energy efficiency and cost, a cycle route map, information about parking in Graz, a leaflet on carpooling and some specific information about the company and the local services nearby. In addition, personalised information was provided on the nearest bus or tram stop to the newcomers home and an itinerary for the trip to and from work by public transport and or bicycle. A free 7-day public transport ticket was also included.
- Besançon (France) – An information package for parents of new-born babies was sent to all those who did not expressly forbid the use of their address, when they registered the birth of their child. The package was sent to about 200 addresses per month. The package contained information on the public transport network, (map and personalised timetables), a booklet comparing different modes of transport, a cycle and pedestrian route map, leaflet on parking and information about municipal services. In addition, information on hospitals, nursing groups, babysitting services and babies' clothing and toy shops were included. The pack also offered the possibility to apply for 2 months free use of public transport.

3.2.9.3 *Main results and outputs*

In Hasselt, evaluation of the effectiveness of the packages was carried out by means of two questionnaires. The first contained in the package itself, concerned the appearance and contents of the package. The second questionnaire was sent to the newcomers about 3 months after they had received the package to assess any change in travel behaviour, as well as whether they had used the information package.

The existence of the first questionnaire in the package was not at all highlighted in the introductory letter and therefore received a very low response rate. However, the second questionnaire was more comprehensively filled out. The bus folder was the most used (54.9%), followed by the bicycle and train sections (38.6% and 23.8% of respondents respectively). The information on walking was found to be least useful. Most people found the folder easy or very easy to use.

In terms of the impact on mobility behaviour and awareness, the results were less significant. Although there were small increases in the number of trips (primarily shopping trips) made by bus compared to when the respondents were at their previous address, this could have been more due to the fact that public transport services had been improved and made free of charge at the time of the packages being distributed. However, it was concluded that the welcome package could help to raise awareness of sustainable modes, as part of a broader, integrated mobility policy.

In Graz, evaluation was also carried out by means of a questionnaire included in the information package. 68% of those who received a package filled in the questionnaire. In addition, employees responsible for distributing the packages were interviewed. The most commonly used elements in the package were the public transport route map, the information on the company and the bike route map. The package design and level of contents was generally positively received. In terms of mobility behaviour, 78% of all those who received

the packages, stated that they had tried at least once a mode different from their usual means of transport as a result of the package. In most cases, this was public transport.

In terms of raising awareness of sustainable modes, there were no specific questions, however, the booklet comparing different modes in terms of energy efficiency and cost was positively received by most new employees.

Finally, it was concluded that the optimal way to distribute the package was through a personal contact at the company concerned and this should be carried out as soon as possible on or near the day the new employee starts work at that company.

In Besançon, telephone surveys were carried out about 2 months after the birth of the baby to assess people's reactions to the package and the 2 month offer. Only 14% of those who received the information packages took up the offer for 2 months free public transport use. However, 45% of these people hardly used the bus before and 56% of those who had taken up the offer use the bus almost every day.

For those who had taken up the 2 month offer, a further 6 months free ticket was offered. This was only taken up by 18 people. The number of people who become season ticket holders at the end of the process, was only six and these were existing customers who had taken advantage of the "new baby" initiative.

Although the packages themselves were positively received, the results of the initiative were not as positive as similar ones carried out with people who were approaching retirement or newcomers to the city. Increases in awareness levels were detected in the telephone survey, but there was a lack of any meaningful shift in travel behaviour.

3.2.10 MOST

3.2.10.1 Objectives

MOST stands for "Mobility Management Strategies for the Next Decades" and is a research and demonstration project built on the findings of previous work, such as MOMENTUM, MOSAIC or INPHORMM. It was designed to further enhance and disseminate the concept of mobility management and to enlarge the current scope of experience.

Given its objective to further develop and spread the concept of "mobility management", the consortium has adopted a definition of Mobility Management (MM) that worked as a basis for the whole project and for the understanding of the concept amongst all partners:

"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."

3.2.10.2 Methodology

One of the interesting characteristics of MOST is its pro-activeness: not only it has searched for new partnerships and has extended the mobility management to new areas and regions, but it has also spread the MM concept.

In short, the project adopted a very straightforward methodology based on the following actions:

1. Consolidation of knowledge developed in previous projects
2. Analysis of existing MM tools and schemes, with special emphasis on long term impacts
3. Development of innovative MM tools and schemes, especially in new fields of application
4. Implementation of MM in regions of Europe where the concept is still developing
5. Development and application of a European cross-site and cross-cluster monitoring and evaluation strategy
6. Formulation of policy and implementation strategies and scenarios
7. Spread of the MM concept through sophisticated dissemination, training and exploitation strategies, and through the development of synergies with ECOMM and EPOMM.

Within this framework, the applicability / transferability of the results has gained special importance, achieved by bringing together a more scientific approach with the requirements of the practitioners in their daily activities. In fact, the project developed some guidelines for applicability / transferability, based on the research and experiences of different countries, sites and thematic areas covered by the 6 clusters¹, with the purpose of raising the general quality of work in MM.

To achieve this purpose, the consortium produced a toolkit to be used as a guide for planning, implementation and monitoring of mobility management programmes. At the same time, it also guaranteed a common understanding of the concept of mobility management – considered by the consortium as a prerequisite for comparing the results.

¹ Education, Tourism, Health, Site Development, Temporary Sites, Mobility Centers and Consulting.

Given the importance of getting public exposure, the consortium has further developed a broad dissemination approach, by:

- Using different dissemination media for different target groups
- Developing pan-European actions, but also national and regional activities to overcome language barriers.
- Promoting widespread diffusion of intermediate and final findings, so as to encourage discussion and reflection on the project process.
- Using the EPOMM as the European network for the exchange of information and the promotion of MM.

3.2.10.3 Main results and outputs

MOST produced recommendations at two different levels that are particularly relevant for TAPESTRY:

- recommendations for assessment of projects in development, and
- recommendations for mobility management programmes.

Due to its relevance, equal emphasis is given to both types of recommendations.

RECOMMENDATIONS FOR ASSESSMENT

Embrace Assessment

Assessment should be seen as an important project management tool that enables the gathering of valuable information on the performance and outcome of the measures implemented, thus allowing a better reporting of results. **Therefore, assessment should always be an integral part of MM.**

Set Measurable Objectives for the Target Group

When setting objectives for a MM Programme, special attention should be placed in their measurability. **Measurable objectives allow for a more focused performance monitoring, project adjustment, and reporting.**

Building Monitoring & Evaluation into Planning

Somehow linked to the first recommendations, and bearing in mind that a correct evaluation has to compare the situation before and after the MM project or programme, the monitoring and evaluation processes should be incorporated into the MM planning as early as possible and directly linked to the measurable objectives. **Specific monitoring and evaluation activities, data collection efforts, budgets, schedules and reporting should be integrated into the overall MM plan.**

Budget for Monitoring and Evaluation

MM projects should allocate sufficient funds for monitoring and evaluation, recognising their integral role in the successful implementation of such projects.

Consider Using an Outside Evaluator

One way to ensure that monitoring and evaluation does not become a burden on MM staff is to **outsource the evaluation process to a local university, research organisation or consultancy.** This procedure can also increase the perceived objectivity of the evaluation as it is done by an unbiased source.

Monitor User Activities

Project monitoring involves both the documentation of staff activities and the monitoring of user responses. The collection of the data requires a good record keeping of staff activity, but may require periodic counts of Public Transport riders, bicycles parked at a site, etc. Thus, **monitoring should not only document input and output, it should also estimate outcome on a regular basis.**

Survey Target Population

In order to identify any actual change in travel behaviour, (e.g., reduced car usage or increased PT use), surveys are necessary to determine the usual mode of travel and the modified travel habits of the target population before and after the implementation of MM measures. Well-conceived random surveys of the target population applied in the context of MM actions should provide suitable results for the purposes of comparison.

Evaluate Results

The evaluation of MM results should consist of a combination of soft (e.g., implementation experience, fulfilment of overall goals, levels of awareness, and user satisfaction with services provided) **and hard findings** (e.g., fulfilment of measurable objectives, travel behaviour changes, and increases in the use of sustainable modes). These can be **used to derive key changes**, such as an increase in awareness, reduction of car use, trip-kilometre reductions, etc. If project costs are well defined the evaluation of MM results can estimate the cost per trip or kilometre reduced. This can ultimately be used to **compare the cost effectiveness of MM to other mobility solutions.**

Report Results

Evaluation of the results should be documented in reports that not only assist staff, but also record findings for future use. The reports will also constitute a means to provide funding entities and policy makers with a tangible account of the findings and recommendations for improvements. **Such reports should become a source of pride for the project among peers and transport professionals.**

RECOMMENDATIONS FOR MOBILITY MANAGEMENT PROGRAMMES

- Set up a **qualified working group**, with clearly defined responsibilities, from the start.
- Be sure to start-off with **good co-ordination of all the important stakeholders** (involve them, motivate them and secure their support for the project).
- Have **one person responsible for the project**. This person should consult other stakeholders during the various stages of the project and be able to involve all the team in the project. This goal can be attained by providing opportunities for people to feed back their ideas, and opinions at different stages of the process.
- **Assume clear mission and vision statements**, defining the mobility problem being addressed and demonstrating where synergies with other issues or sectors, should be defined.
- **Prepare a blueprint plan** providing a basis for subsequent project phases and for gathering support from stakeholders and funding agencies.

- **Conduct a Base Line Study** including a user survey, after ensuring that sufficient time and funds were obtained..
- **Define quantified and measurable objectives.** Seek out synergies with broader community and environmental needs and aims. Be ambitious when setting quantified targets, but realistic when considering the assessment level at which those targets are set at and the time frame in which they can be achieved. Failure to meet a quantified objective should not be considered as failure of the project – any positive impact toward achieving sustainable mobility is a success.
- **Stay flexible.** Use the targeted objectives to control the process of implementation and remain flexible enough to correct and revise a plan if needed.
- When selecting the measures and mobility services needed to support the objectives of a project, **seek opportunities to integrate any new services with existing ones** (including those not directly related to mobility), and **provide a mix of ‘soft’ and ‘hard’ measures** (such as those that build on existing infrastructure). **Provide basic services first** (such as information and advice about public transport), as these often have the greatest impact on sustainable mobility for the least amount of effort.
- **Use a Headquarter.** If utilising a publicly accessible Mobility Centre, efforts need to be focused on marketing, thus stimulating demand for integrated services and on how to operate efficiently.
- **Develop a Mobility Plan,** since the benefits of producing one are well worth the effort, including greater ease in justifying the project, better project continuity, and a mechanism for measuring progress and allowing feed back.
- **Embrace evaluation** to satisfy yourself, as well as other researchers and funding entities, showing that the efforts are producing results or highlighting areas for improvement.
- **Publicise Results.** Use the studies to promote activities, and feed back the results to the target group to keep them up-to-date and involved. Show other people working in this area the results achieved. Networking offers an opportunity to learn from other peoples’ experiences as well as publicising and disseminating our own results.
- **Keep up to date and learn from the experiences of others** by networking through organisations such as EPOMM.

3.2.11 TARGET

3.2.11.1 Objectives

The Target Project (Travel Awareness Regional Groups for Environmental Transport) explores the effectiveness of mobility management measures as an essential component of urban and rural transport systems. The project aims to inform spatial planning and transport policy development, with particular reference to the North Sea context, including the approach to spatial development set out in Norvision.

The partners in the Target Project are the West Yorkshire Passenger Transport Executive (Metro) - in conjunction with other authorities in the Yorkshire and Humber region - in the UK, Freie Hansestadt, Bremen (Germany) and Trafikkontoret, Goteborg (Sweden).

3.2.11.2 Methodology

The initial two-year pilot phase (Target 1), undertaken between July 1999 and June 2001, was based around seven workpackages of activities. These were:

- **Mobility Management**, which looked at measures to provide individuals with the education and information necessary for them to make well-informed travel choices. The focus of activities was the provision of information at various points in the journey.
- **Flexible Working**, which comprised a teleworking pilot within public sector organisations in order to evaluate its use in reducing the need to commute. The workpackage explored technical and human resources issues and the benefits of more flexible working practices.
- **Shopping and Leisure**, which generated activities to promote sustainable development of and travel to leisure and shopping venues. It explored how to reconcile the commercial considerations of leisure attractions, based upon high visitor numbers with associated traffic impacts, with environmental and sustainability objectives.
- **Pollution Reduction**, which developed activities that can reduce, directly or indirectly, pollutants from road traffic, including the identification of high polluting vehicles, public education, driver training and investigation and promotion of alternative fuels and vehicles.
- **Green Travel Plans**, which promoted sustainable transport as part of a strategy for working with business and other organisations in addressing their own traffic generation.
- **School Travel Plans**, which promoted sustainable travel around the journey to school. The activities were designed to work independently, but could all be incorporated within a School Travel Plan, as part of a strategy to encourage a lifelong commitment to sustainable travel.
- **Cycling and Walking**, which promoted new initiatives to increase the share of journeys made by bike or on foot. The activities raised awareness of the health benefits, increased the confidence of people in cycling, reduced social exclusion with targeted groups, and integrated cycling and walking provision within transport infrastructure.

3.2.11.3 Main results and outputs

Findings

Activity through the Target project has supported the hypothesis that many journeys are undertaken by car because that choice is the simplest to make, even where there are economic, social or other reasons why it is not the most logical choice. The mobility management measures implemented through the Target Project have aimed to encourage a better informed choice of mode for every journey so that proportionately more journeys will be taken by modes other than by single occupancy car use.

Target has found that mobility management measures are most effective where they are targeted on specific groups or specific journeys, the focus being on the needs and requirements of the 'users'.

The Target Project has also demonstrated the effectiveness of measures aimed at reducing air pollution from road transport, including the detection of the most polluting vehicles.

The Project has explored apparent conflicts between sustainability, transport access, commercial viability and economic interests. The work through Target suggests that these conflicts can be managed through partnerships based upon the establishment of common interests and objectives.

Much of the work carried out under Target has indicated that problems presenting themselves as spatial planning challenges often have mobility-related solutions, and vice versa. The integration of mobility management measures with land use planning can create a more efficient land-use structure and a higher quality of life for residents and employees.

Target has been able to develop effective operation of the project structure in such a way as to enhance transnational learning, and develop cost-effective project management arrangements. Through adopting the correct delivery structure, the full benefit of the project can be gained.

Conclusions

The pilot phase of the Target Project has successfully piloted a number of initiatives and has developed strong trans-national partnership working. The Project has developed the hypothesis that bringing about individual changes involves:

Awareness raising → Attitude change → Behavioural change (modal shift)

To bring about effective awareness raising, information/marketing and other activities need to be comprehensible and relevant to users, and provided in appropriate media for that user group.

Movement from a position of awareness to a positive attitude to a product is enhanced by promotional activity. Proactive marketing of any Mobility Management 'product' is most effective when targeted and tailored to a specific group, whether by age, journey type, destination, or access to an existing service - in effect identifying market segments.

To move from a change in attitude to behavioural change is most likely where 'incentives' offered to make that change are demonstrable and relevant at each stage.

There must be a good and appropriate alternative. It is not possible to promote a poor or inappropriate product, however travel awareness can bring people to a product of which they either were previously unaware, or which for them had a poor image.

Successful partnerships have been formed where common objectives have been established, and the role of each partner is clear.

Although one of Target's primary objectives involved achieving modal shift, these activities often met other important social, economic or spatial objectives.

In order to maximise the benefit of transnational working, there are a number of key elements, which include the development of meaningful and trusting relationships, through genuine collaborative working; the establishment of clear objectives, roles for each partner,

contribution and monitoring regime; opportunities within the activities to compare outcomes given similar inputs in different policy contexts, and also to contrast and learn from different approaches.

The Target Project activities have shown that mobility management measures are complementary to, and supportive of, spatial planning and transport policies that seek to promote sustainability and make best use of existing infrastructure and services.

The Target Project has also demonstrated that the appropriate deployment of mobility management measures can assist wider objectives of sustainable spatial development, environmentally friendly tourism and improved quality of life through mitigating the adverse impacts of car use. All these objectives are important within the North Sea context and the spatial development framework set out in Norvision.

3.2.12 TARGET 2

3.2.12.1 Objectives

The TARGET 2 project (Travel Awareness Regional Groups for Environmental Transport) is a follow-up of the TARGET project. It is co-funded by the European Regional Development Fund, Interreg III North Sea Region programme, and is concerned with the provision of a range of transport choices and the development of alternative measures to influence and encourage a change in travel behaviour.

In the course of TARGET 2, some of the pilot projects undertaken in TARGET will be further developed. These former projects will be coupled with new initiatives and solutions so as to enable people to make more informed decisions about their travel options.

3.2.12.2 Methodology

The project is organised in five linked, transnational Work Areas, each designed to target specific population groups, with locally based workpackages. The project accounts for a total of twenty-six workpackages across all five Work Areas.

1 - The **Workplaces Work Area** will develop a model for working with key business sectors in developing travel options that address the environmental impacts of business-generated travel demands. It will address a range of measures tailored to the needs of companies including:

- Company Travel Plans
- Improvement of information and logistics
- Integrated ticketing developments
- Encouragement to use alternative modes, such as bicycles
- Promotion of car sharing and car pooling schemes in spatial developments
- Fleet management and the promotion of 'greener' fuels

2 - The **Mobility Education Work Area** is designed to create more positive attitudes in young people and encourage continued use of sustainable transport. Built upon previous work (TARGET), it extends the range of activities and considers how lifestyle-focussed learning can have a longer-term impact on transport behaviour in the larger community. The activities of this Work Area will promote the following:

- Develop and implement best practices for school journeys
- Support alternative forms of school public transport
- Evaluate safe routes for school initiatives and develop 'blueprints' for cycling and walking promotions
- Target households with mobility management information

3 - The **Transport and Leisure Work Area** will develop new cross-sectional partnership approaches to reducing car travel to a range of both urban and rural visitor attractions. It addresses transnational issues including:

- Measures to prevent congestion and parking problems
- Integration of public transport and venue access through smart card tourism
- Integration of transport and accommodation packages
- Improve information and logistics
- Encourage the use of bicycle and other forms of 'green tourism'

4 - The **City Living Work Area** will develop activities that address both spatial planning aspects of urban areas, and how different modes of transport can be integrated to offer urban dwellers a range of mobility options without recourse to the private car. It will evaluate and develop measures including:

- Promote car sharing and car pooling schemes
- Improve information and signing for walkers and cyclists
- Introduce new ticketing developments
- Implement mobility plans for congested areas
- Address barriers to social inclusion

5 - The **Transnational Arena** maximises the benefits of transnational co-operation and network learning, which facilitates information gathering, exchange of experience and fast-track development of mobility management activity. Basically, this Work Area deals with the exchange of knowledge for sustainable transport solutions through a variety of means including workshops, exchange visits, conferences, the website and promotional materials.

TARGET 2 will create a directory of 'experts' who have close involvement with the Work Areas and who will be able to advise organisations within and outside of TARGET 2. Thematic workshops² will take place every six months to present papers or hold an open forum on the direction of the project.

3.2.12.3 Main expected results and outputs

The project has recently started and hence, no outputs are yet available. However, the consortium-envisaged results are:

- **To develop, implement and evaluate a range of mobility management activities** that will promote, facilitate and encourage the use of alternative modes to the car and car-dependent lifestyles
- **To develop these activities through proactive transnational co-operation**, creating a practical platform for the exchange of information
- **To deliver best practice findings**, therefore ensuring they become an integral part of effective and sustainable transport solutions in urban and rural areas

² The next one will be held on the 17th and 18th of June in Goteborg, Sweden, and the theme will be 'Behaviour change and influencing people'.

- **To integrate mobility management activities with spatial planning mechanisms**
- **To have positive impacts on social, environmental and economic terms**

3.2.13 SMILE

3.2.13.1 Objectives

The SMILE project (Sustainable Mobility Initiatives for Local Environment) aims to reduce the negative impact of urban transport on air quality, climate, noise environment and quality of life, by promoting and demonstrating sustainable mobility initiatives in cities. With these initiatives the consortium intends to:

- encourage citizens, the end-users of transport, to develop a new attitude;
- improve urban mobility by promoting the implementation of innovative good practices on a permanent basis in municipalities. These practices should tackle integrated policy strategies, infrastructures, mobility plans, alternative vehicles, etc. The role and requirements of specific target groups will be analysed in the future
- provide answers to citizens concerned with noise environmental issues
- support ten demonstration projects on urban mobility throughout Europe from a technical standpoint, and promote them to induce replication of good practices in Europe and the CEECs.

Overall, the SMILE project aspires to capitalise on the results of campaigns, such as the one "In town without my car!" which either aimed at promoting successful experiences, and/or at testing or launching new mobility measures, as alternatives to private cars and standard public transport policies.

3.2.13.2 Methodology

The project methodology is built upon 4 Work Packages:

Benchmarking and accompanying activities to achieve permanent measures for sustainable mobility in cities.

Identify good practices, capitalising on the results of the successful "In town, without my car!" day, and develop a first database of each city's experiences. Perform analysis and benchmarking of the most replicable practices using criteria such as environmental benefits, cost/benefits.

Special emphasis will be given to the role of Public Transport stakeholders, for which specific guidelines will be defined. In parallel, a task force will analyse the needs and potential contribution of special target groups (e.g. women, shopkeepers, children, the disabled). The good practices will be promoted throughout Europe.

Noise abatement activities.

A task force will be created involving closely municipalities to analyse the current situation, raise awareness and develop innovative activities to reduce the noise from transport in cities, in the context of the forthcoming EU framework directive on noise.

Development of 10 in situ demonstration projects.

Provide technical support to the realisation of innovative projects for sustainable mobility carried by municipalities, and promote them as demonstration projects. The cities and

projects will be chosen to ensure a maximum representativity of contexts, technical and structural solutions, and will be located in different European countries. The projects will be powerful “showrooms” for urban environment in Europe.

Dissemination.

Dissemination activities were anticipated for the lifetime of the project, so as to ensure a wide impact on all European municipalities and to encourage significant changes on the behaviour of citizens. Bearing in mind the importance of public opinion, a special focus will be put on media and press campaigns. All results will be made available on the website “22september.org” and two major events will be supporting the action.

3.2.13.3 Main expected results and outputs

The expected results can be classified in several different areas:

- **DATABASE**
The build up of a comprehensive database of replicable good practices for sustainable urban mobility experienced by local authorities.
- **GUIDELINES**
The production of guidelines to integrate public transport systems and specific target groups (e.g. women, shopkeepers, children, disabled, etc.) into sustainable mobility initiatives. The production of guidelines to help the development of innovative activities aimed to reduce the noise from transport in the urban environment.
- **DEMONSTRATIONS**
The promotion of ten demonstration projects organised by local authorities to promote sustainable urban mobility (European "showrooms"), thus contributing to the replication of good practices.
- **OTHER RESULTS**
Promote and strengthen media coverage of transport issues and environment.

At the moment, a 28-page questionnaire was sent to approximately 700 municipalities in 28 countries, covering alternative solutions for sustainable mobility (carsharing, carpooling, company travel plans, urban goods transportation, participation of inhabitants in transport policies, etc). Approximately 150 replies to the questionnaire were received and analysed in quantitative aspects. The qualitative analysis is still ongoing.

One of the issues covered in the questionnaire concerned “Permanent measures” (PMS) implemented by municipalities. Each municipality was asked to describe one (or several) specific experiences on a short summary, identifying the stakeholders, the costs, the results, the links and the contacts.

Approximately 200 Permanent Measures have already been received and are being introduced in a database (the database’s structure was already developed to categorise PMS measures in 8 fields). In parallel, a survey on public transport directed to PT Operators was launched.

A survey on noise has been completed and the recommendations are being drafted.

The recommendations regarding target groups are also under development (based on the results from the general questionnaire and documentation, etc.). The consortium has arranged for the project to pilot some recommendations in 1 or 2 test cities during the month of April.

Up to now, the major drawback experienced was to get some questionnaires and Permanent Measures back, completed with a minimum level of quality (this process is still ongoing). Nevertheless, a decision was made to put the database online as soon as 40 “very good” PMS’s (with details, illustrations, etc) were obtained.

3.2.14 PROVIDER

3.2.14.1 Objectives

The objective of the PROVIDER project (Implementing European on-line services for mobility education to save energy) is to **promote energy efficient mobility on a large scale in European schools**. In particular this means:

1. Starting the highest possible number of energy saving youth mobility management projects.
2. Providing results from mobility management pilot projects already implemented in Europe.
3. Distributing on-line tools for youth mobility management designed for the different actors of target groups (children and youth, schools, teacher, parents, decision-makers, public transport companies).
4. Promoting mobility management in traffic education, showing students and teachers that sustainable mobility is fun on one hand, and good for the environment on the other.

3.2.14.2 Methodology

The project has been structured in four different work packages (excluding the management workpackage):

- **State of the art analysis and best practices in the EU**
This first phase will compile information on previous experiences, results, tools and measures developed by relevant pilot projects from all EU countries. The specific conditions that have to be fulfilled to develop a profound youth mobility management project will also be defined in this phase.
- **Definition of guidelines and tools**
Based on the results of the previous phase, the consortium will herein establish guidelines, key examples, recommendations and measures for effective mobility management for young people and children. In parallel, the working group will work out and present the set of services and tools for mobility management that will be available on the web platform, according to the specific needs of target groups.
- **Establishment of the PROVIDER web platform**
This phase will be dedicated to the implementation and promotion of the web platform via Internet, as it is considered a good tool to easily reach target groups. About 70% of

schools working together in networks are very interested in computers and in communicating through new forms of media. Pupils have revealed a similar behaviour.

- **Establishing an extensive schools and youth organisation network**

Finally, the last phase intends to establish the European network of schools, youth organisations and other actors who offer mobility management for young people. The concept is to develop this network by leveraging the functionality of the web platform. This effort will be supported by educational campaigns (national workshops and a European conference).

The main target groups of the project are children and young people, schools, teachers, parents and their associations, education institutions, youth organisations, municipalities, public transport companies and decision makers.

3.2.14.3 Main expected results and outputs

The main outputs of the PROVIDER project will consist of:

1. A Europe wide web platform that will provide on-line services to start mobility education and youth mobility management plans, and
2. A European network for children and youth-related organisations and institutions.

Regarding the direct outcomes from PROVIDER, the consortium anticipates the following:

- A state-of-the-art report about youth mobility management;
- A guideline (in check-list form) to help implement different Mobility Management activities for children and youths;
- An Internet PROVIDER platform carrying the tools and instruments developed in the course of the project.
The Internet platform will be divided into sections containing specific instruments (i.e., software for car pooling, bike pooling and walk pooling, educational materials, best practices, regulations, games, competitions) that will be updated by the key actors;
- A network of children and youth-related organisations and institutions;
- The organisation of a total of 16-24 workshops (2-3 per participating country) and their materials;
- The stimulation of a certain number of initiatives developed on a local basis;
- The organisation of an international conference; and
- A final brochure in the language of each respective partner participating in the project.

4 REFERENCES

Aristotle University of Thessaloniki (co-ordinators), CAMPARIE (Campaigns for Awareness using Media and Publicity to Assess Responses of Individuals in Europe)', Final Report, European Commission Transport Research Fourth Framework Programme: Urban Transport, 2000.

Ausserer, K. & Risser, R., FACTUM Consulting, Vienna, 'Outlining future lobbying', Report No. 5, WALCYNG project, European Commission Transport Research Fourth Framework Programme: Urban Transport, 1998.

Danish Council of Road Safety Research (co-ordinator), 'ADONIS (Analysis and development of new insight into substitution of short car trips by cycling and walking)' Final Report (no 56), European Commission Transport Research Fourth Framework Programme: Urban Transport, 1998.

De Voetsgangersvereniging, The Netherlands, 'Communication Strategies', Report No. 9, WALCYNG project, European Commission Transport Research Fourth Framework Programme: Urban Transport, 1997.

FACTUM Consulting, Vienna, 'Incentive Strategies', Report No. 8, WALCYNG project, European Commission Transport Research Fourth Framework Programme: Urban Transport, 1997.

FGM – AMOR - Austrian Mobility Research (co-ordinators) 'IMPACT (Information packages for energy efficient mobility)', Final Report, European Commission, SAVE Programme (DG XVII), 1998.

FGM – AMOR - Austrian Mobility Research (co-ordinators) 'MOST (Mobility Management Strategies for the Next Decades)', Design, implementation, monitoring & evaluation of future mobility management projects, European Commission, Growth Programme, 2002.

Forward, S., Thomson, J., Thorson, O., Nilsson, P.K., Jorgensen, E., and Brand, A., 'Behavioural Factors affecting modal choice', Deliverable of the ADONIS project, European Commission Transport Research Fourth Framework Programme: Urban Transport, 1998.

Interactions Ltd, Ireland (co-ordinators), 'STIMULUS (Segmentation for Transport in Markets Using Latent User Psychological Structures)', Final Report, European Commission Transport Research Fourth Framework Programme: Urban Transport, 1999.#

ISB-RWTH, Aachen Institut für Stadtbauwesen, Germany (co-ordinators), 'MOSAIC (Mobility strategy applications in the Community)', Final Report (no 104), European Commission Transport Research Fourth Framework Programme: Urban Transport, 1999.

London Borough of Ealing, 'SALSA (Sustainable Access to Leisure Sites and Amenities)' Final Report, European Commission LIFE programme, 2001.

NEA, The Netherlands (co-ordinators), 'MOMENTUM (Mobility Management for the Urban Environment)', Final Report, European Commission Transport Research Fourth Framework Programme: Urban Transport, 2000.#

PROVIDER project (Implementing European on-line services for mobility education to save energy) website. See <http://www.schoolway.net>

SMILE project (Sustainable Mobility Initiatives for Local Environment) website. See <http://www.smile-europe.org>

TARGET 1 Project (Travel Awareness Regional Groups for Environmental Transport), Final Report, September 2001

TARGET 2 project (Travel Awareness Regional Groups for Environmental Transport) website. See <http://www.eu-target.net>

Transport and Travel Research (co-ordinators). ‘ MAESTRO (Monitoring, assessment and evaluation scheme for transport policy options in Europe) Guidelines, European Commission Transport Research Fourth Framework Programme: Urban Transport, 1999. See <http://www.euoprojects.ie/maestro/> #

Universitat fur Bodenkultur, Wien (co-ordinators), ‘ICARO (Increasing car occupancy through innovative measures and technical instruments)’ Final Report, European Commission Transport Research Fourth Framework Programme: Urban Transport, 1999.#

University of Lund, Department of Traffic Planning and Engineering (co-ordinator), ‘How to enhance walking and cycling instead of shorter car trips and to make these modes safer’ Final Report, European Commission Transport Research Fourth Framework Programme: Urban Transport, 1998.

University of Westminster, Transport Studies Group (co-ordinator), ‘INPHORMM (Information and Publicity Helping the Objective of Reducing Motorised Mobility) Final Report: Promoting sustainable transport – the role of information, publicity and community education’, European Commission Transport Research Fourth Framework Programme: Urban Transport, 1999.

University of Westminster, Transport Studies Group (co-ordinator), ‘A Resource Pack for Promoting Sustainable Transport’ INPHORMM project, European Commission Transport Research Fourth Framework Programme: Urban Transport, 1998.

#To download or view many summary reports and full reports of European Commission Transport Research Fourth Framework Programme projects see: <http://www.europa.eu.int/comm/transport/extra/index.htm>

Summaries of other projects may be found on the CORDIS website. Search via: http://dbs.cordis.lu/search/en/simple/EN_PROJ_simple.html