Title: Results from the MOST practice: schools, tourism, hospitals, site development, events, mobility consulting

Workshop 2g: The MOST experience, results, products, recommendations

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MOST stands for "Mobility Management Strategies for the Next Decades" and was a research and demonstration project funded by the European Commission, DG Energy and Transport (TREN), under the 5th Framework Programme. MOST was operational between January 2000 and December 2002. More than 30 research and demonstration sites in 15 European countries tested Mobility Management and reported about the strategies applied, impacts achieved, effects measured and barriers encountered.

The presentation will summarise findings of three years of research and demonstration activities at some of the most interesting MOST sites. However, in this paper, a summary of the project MOST as such is given to provide broader background information than what is possible in the ECOMM work shop.

MOST – Mobility Management Strategies for the Next Decades

Unlike previous research and demonstration projects, MOST has advanced beyond looking at traditional thematic fields and target groups for Mobility Management (e.g. education and employees) and has applied Mobility Management strategies to new thematic fields and target groups. E.g. some of the demonstration sites have implemented Mobility Management in new fields such as: tourism, temporary sites and site development. Other sites have applied Mobility Management to new groups, such as: the unemployed, disabled people and local residents. Evidence from the demonstration sites has shown that Mobility Management can help increase the quality of mobility related services on offer, as well as changing attitudes and influencing modal choice towards sustainable alternatives.

Mobility Management can be applied to a wide range of target groups. In MOST, various target groups were considered, grouped into six thematic fields:

- educational institutions (schools, universities),
- tourism (rural areas or cities),
- health institutions (hospitals, centres for outpatients or disabled persons),
- site development (new or restructured sites like leisure or business parks),
- temporary sites / events (cultural capital, sports events, tramway reconstruction),
- mobility centres and mobility consulting (for companies, cities or whole regions).

Mobility Management strategies have been developed, implemented, measured and tested by the over thirty demonstration sites within MOST.

The methodological background: assessing impacts of Mobility Management

A Monitoring and Evaluation Toolkit, the MOST MET, was developed to ensure comparability of results and to guide the demonstration sites with their monitoring and evaluation strategies. The impact assessment was undertaken using five distinct categories of impacts:

- changes with respect to **knowledge** of implemented Mobility Management services and instruments,
- changes with respect to **usage** of these services and instruments,
- changes with respect to **acceptance** and **satisfaction** with the implemented services and instruments,
- changes with respect to the **mobility behaviour** of individuals,
- changes on a broader **systems level** under the condition that many individuals change their behaviour in the long-term (e.g. reduction of congestion, environmental impacts).

This toolkit will be presented in the same ECOMM work shop (by Timo Finke).

Results at the MOST research and demonstration sites

The objectives which were addressed by the MOST sites by implementing Mobility Management can be categorised into six common objectives, which range from rather soft goals to tangible outcomes:

- study experiences of others and plan for future projects,
- increase awareness and knowledge of sustainable modes,
- develop new Mobility Management services,
- enhance mobility for new target groups,
- increase use of sustainable modes,
- reduce car use,
- address traffic and air quality problems.

The degree to which they have been reached at the sites becomes visible in measurable changes. The results of each site can be summarised as follows:

Educational Institutions: Limburg (BE) and Surrey (UK) showed that promotion of cycling and walking services for school children works well, under the condition, that safety concerns of parents are taken into account (e.g. by organising walking or bike pools). Car free action days or weeks motivate pupils and parents in a playful way to reconsider their mobility behaviour (in Surrey, 30 % changed their travel behaviour) and are very popular among parents (75 % participation). During car free action weeks in Limburg a doubling of the amount of pupils using bicycles could be achieved. Longer-term experiences show a reduction in car usage between 6 and 16 %, but sometimes reach up to 42 %. In Barcelona, 50 % of the university students appreciate the usage of the internet for mobility advice.

Tourism: Visitors can be motivated into using modes of transport other than the private car, when good advance information and coordination of modes for the leisure trips is provided (e.g. in Zug (CH), where only 14-23 % of the visitors came by car).

Malaga (Spain) and even the rather remote Sintra (Portugal) demonstrated that new public transport services for tourists work well: dedicated tourist bus lines (with improved facilities for easy intermodal change) attract rising numbers of customers (6000 tourist bus passengers monthly for a new bus line in Malaga, 10% increase in the usage of a shuttle bus in Sintra). Approaching tourists before they arrive in a city or town is extremely difficult, consequently tourists must be provided with information by many different channels which requires the involvement of tourist offices and hotels. Specific smart cards for public transport hold a high potential (increase from 4.000 to 140.000 in usage within a year in Malaga).

Health Institutions: A lesson learned from Sandwell (UK), Namur (BE) and Graz (A) is that designing and applying Mobility Management services require qualified and motivated staff, good internal and external coordination (stakeholders). Discounted public transport passes for hospital employees in Sandwell helped to increase the share of public transport by 14 %. There was a huge potential for electric scooter use (after a free test month, 38 % purchased a scooter). A full time mobility co-ordinator works as well as a working group of enthusiastic dedicated individuals. Navarra (Spain) and Sarajevo showed how barriers to transportation for disabled persons can be removed (e.g. adaptation of 35 % of the buses in Navarra), but there is still a lot more to do to make them autonomously mobile.

Site Development: New sites which attract visitors can manage to substitute car based trips by PT or even walking and bicycling. At Karlstad university (Sweden) cycle usage increased slightly from 41 to 43 % among and from 5 to 7 % among students. The business park in Malaga could report a reduction in car usage by 15 %, with a heavy increase in the usage of the improved bus services (from 5.000 to 45.000 monthly bus passengers within 4 months). Interest in car pooling is high (48 %) and is expected to lead to a further mode shift from solo car usage. In Weissenburg (D), car-free residential areas benefit from car-sharing offers to the residents: only 9 % of the residents used car sharing before they moved into the new site compared to 30 % afterwards. 19 % of households gave up their car after moving, 90 % of these are families with children.

Temporary Sites and Events: Temporary events can act to stimulate the introduction of long-lasting services. In Porto (Portugal), a growing proportion of the tourists seeking information at the tourism office also utilise the mobility advice offered (from 11 to 15 % of those entering the tourism office within 3 months). In Rome, three of the eight new pilgrims bus lines (originally only for the holy year 2000) were so well accepted that they are still in operation to serve regular tourists, inhabitants and commuters. Good promotion and a single ticket led to an increase from 39.000 to 360.000 monthly passengers. In Leipzig, in-advance information and a mobility centre directly on site during construction work on tramlines successfully helps to keep complaints of passengers at a normal level and to cope with information requests 3 times as high as usually. In Rotterdam, good coordination of public transport, shuttles, access restrictions and combined tickets reduced car usage by 38 % on the day of the Rotterdam marathon with an increase in public transport usage of 60% compared to a normal day.

Mobility Centres and Consulting: Lund (Sweden) showed that comprehensive city-wide mobility management plans can create a sustainable-mobility-friendly atmosphere. 9% of the inhabitants replaced car trips by more sustainable modes, resulting in a 1 % reduction of car km per year compared to an increase of 1-2 % in former years. The ten exemplary Health Bikers who decided not to use their cars, reduced the distances they travelled by car by 5.600 km within one year, and 56 %

continued biking after 12 months. A fitness test showed an improvement of 10 % in condition. Rome uses synergies to coordinate mobility services for a large number of companies. In Nottingham, mobility services for a new target group, the unemployed, have been explored successfully. The satisfaction with the combined job and mobility consultancy was almost 100 % and 35% of the users indicated that taking PT was the prerequisite for them to get to a job interview on time. Prague conceptualised the first mobility centre in an accession country - based on the experiences of other mobility centres involved in MOST (Bologna, Graz, Münster, Wuppertal). These mobility centres reported an average of 30% for public knowledge of mobility centres and continuously rising customer numbers.

Assuring the quality of Mobility Management

In addition to the impacts of the implemented Mobility Management strategies, the implementation process was investigated. This helped to analyse barriers and success factors and, hence, to explain, why some demonstration sites achieved larger impacts than others. For this purpose, an adapted total quality management tool was developed by MOST. The tool served to investigate: leadership and project coordination, project design and strategy, human resources management, partnerships and financial resources, processes and implementation. The following conclusions base on the results of this investigation:

The **initiation of a Mobility Management project** should start with the formation of an appropriately qualified and staffed working group with clear responsibilities allocated to it. It should be led by one main key actor who has the resources (i.e. time, finance and official support) to take initiatives, to involve all relevant partners and to coordinate the activities on a day-to-day basis. To involve different stakeholders from the beginning and provide for good coordination among them is a key factor for success (PT providers, transport admin, departments of the company or city, external consultants/universities or user groups). The opinions of the stakeholders need to be heard in order to ensure that different viewpoints are represented, thus minimising the risk of objections at a later stage. The involvement of different stakeholders can also be beneficial in terms of providing data, information, technical and financial assistance, political support or manpower for the actual implementation. In addition, users play a special role, as they are the individuals whom the future Mobility Management services should be targeted at: they guide you in terms of which measures exactly to develop. This should guarantee the selection of the most appropriate services. From the beginning, it is important to clearly define the problem that is to be tackled by Mobility Management and to incorporate it into a mission and vision statement. This statement should be built on consensus by all stakeholders and will accompany the promotion of the project and the whole implementation process.

In order to **plan the specific strategy** it is recommended that a base line study is carried out so that current mobility behaviour and future needs can be identified. It also serves to sensitise local politicians or PT providers as to the necessity of implementing Mobility Management. The base line study results (together with the mission and vision statement) further help to define the specific project objectives. These objectives should be quantified and measurable, and can be set for different levels of change: knowledge of a service (e.g. % of citizens knowing of a mobility centre), usage (e.g. no. of students using a university bus service from the city centre), satisfaction (e.g. satisfaction with the city buses among commuters), individual

behaviour (e.g. car usage among employees travelling to work), system impacts (e.g. travel time during peak hour from city centre to airport). These objectives will help to clearly target the project, to define the most effective strategies for tackling them and to set a benchmark against which project results can be measured. Later in the implementation process, it will help to adjust Mobility Management measures and instruments based on the initial progress towards the objectives.

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

Progressing from the base line study, a **mobility plan** then specifies concrete actions to be taken, responsibilities, schedules etc. It should be used regularly to measure progress and needs to be reasonably flexible, to be revised or adapted when warranted (e.g. by unforeseen developments). It is recommended to have a fixed **site location** as a headquarter, from where Mobility Management is coordinated. It can be open to the targeted user-groups for suggestions or complaints. If using a mobility centre, its main advantage, compared to PT information hotlines, needs to be specifically promoted, e.g. people may be aware of the mobility centre but may not know what services, apart from PT information, are offered. Therefore, the implementation of a mobility centre should stimulate the demand for a one-stop-service for all aspects of mobility.

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

Framework Conditions of Mobility Management

Since the successful implementation of Mobility Management depends on many circumstances, which shape the framework conditions, MOST has also analysed the **framework conditions for Mobility Management across Europe**. The focus is on factors that influence Mobility Management on the local, national and the European level. they reach from initiation to application, and are beyond the control of anybody implementing Mobility Management. The results and conclusions of this analysis will be the topic of the 3rd presentation in this ECOMM work shop (by Guido Mueller and Sarah Wixey).

Conclusions

The evidence from MOST has shown that Mobility Management is a widely applicable concept, which is very flexible and adaptable to local circumstances. It is an effective strategy, as the results on impacts of Mobility Management in MOST clearly show. Comprehensive monitoring and evaluation of the projects' impacts but also of the process of implementation are keys to success, as they provide the basis to spread successful best practices for future mobility managers.

Some of the possible fields for future research could be long term impacts, the quantification of costs and benefits, consideration of the information society technologies, further application of quality management and the Mobility integration of Mobility Management into comprehensive transportation programmes.

For more information: **http://mo.st**