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MOTIVATING MOBILITY MINDSETS

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Pedestrians, Barcelona. Photo: András Ekés

What is our vision of urban mobility? What is the definition of quality and sustainability with regards to mobility? How do cities define and carry out long term mobility strategies that will deliver on climate goals and maintain competitiveness? How can smart mobility boost European economic growth?

These are the challenges outlined in the Cities of Tomorrow report tackled by the URBACT Workstream “Mobility mindsets” team. This article is a taster for our workshop at the URBACT Annual Conference on 3-4 December and for a subsequent report to inspire cities on the journey to people-centred smart mobility.



We have chosen to frame the focus of this mission as one of “Motivating Mobility Mindsets”. But what does that mean? The idea is to concentrate less on the technical solutions that allow people to be able to choose greener mobility solutions, such as bike and public transport. Obviously, they have to be in place, and all European cities will use different approaches and technical solutions to achieve them. There is no doubt that management of public transport systems and public spaces need to be part of comprehensive spatial planning, linking housing, land and transport policy. But here we focus more on a complementary axis: the perception of mobility that has to be embedded in the minds of everyone – individually and collectively – who has a role in changing the mobility of the future, such as mayors and local committee leaders, businesses of all kinds, urban planners, transport planners, environmentalists, safety and health care professionals, and of course the end users, whose citizen power has the potential to drive changes in their daily mobility.

Pieces of the mobility puzzle

Creating “Mobility Mindsets” requires long term vision, commitment and continuity from politicians, urban planners and across all stakeholder groups. To underpin the vision we have to create a better understanding of what mobility means and better grasp the means and tools by which we can influence mindsets.

Our aim in this workstream has not been to complete the full puzzle, but to highlight some of the many pieces, or actions, that make up the puzzle. This process will continue over the coming months. The URBACT Annual Conference in Copenhagen will be an opportunity to debate live with other city representatives and experts how to successfully “Motivate Mobility Mindsets”, and to further enrich these results in a paper in 2013.

The pieces of the puzzle presented here are effectively actions today for the cities of tomorrow:

- 1. Exploit the tried and tested solutions.** We “just” need to maximize the transfer.
- 2. Connect perceptions of mobility and quality.** Many mobility decisions are based on experiences made in the past, subjective information and even misinformation. Correcting these perceptions and



Renaissance of the tram, Place des Quinconces, Bordeaux. Photo: András Ekés

putting the needs, expectations and pleasure of travellers at the core of mobility planning creates a positive experience of the city.

- 3. Target the communications.** Mobility Mindsets must be communicated widely and through the right channels.
- 4. Create the conditions for win-win situations.** Cities face many different challenges and developing “Mobility Mindsets” can sometimes create solutions to multiple needs.

“Mobility is a whole package about prices, marketing, infrastructure solutions, an actively involved public, implementation, perception and feelings. It is bottom up and top down transport policies, and urban planning – a mix of incentives and contracts. A full package you have to put in place including mobility cards, SUMP, mobility centres, mobility services such as car sharing, public bikes, public transport, possibilities to change from one mode to another for different parts of your trip, campaigns and incentives. It is outreach

Oxford dictionary explanations of “Motivate”, “Mobility”, “Mindset”

Motivate, verb

Pronunciation: /'mōtə, vāt/

Definition of motivate

- provide (someone) with a reason for doing something
- cause (someone) to have interest in or enthusiasm for something

Mobility, noun

Pronunciation: /mō'bilətē/

Definition of mobility

- the ability to move or be moved freely and easily

Mindset, noun

Pronunciation: /'mīnd, set/

Definition of mindset, [usually in singular]

- the established set of attitudes held by someone

Source: *The Oxford Dictionary*



to chambers of commerce, business, tourists, citizens. You need to learn how to do that: in schools, mobility centres, in city centres, in business areas. Basically everywhere where people have to move from one point to another." Muriel Mariotto, CERTU, Lyon, France.



"Cities are the basis of every change. The most important stakeholders to convince about the need for a new "Mobility Mindset" are the elected representatives at local level. If they really want to have car free streets, squares and parks in the city, we will have it." Miklós Marton, Regional Environmental Centre of Budapest, Hungary.



1. Exploit the tried and tested solutions

There are many examples of well implemented technical solutions in place in

European cities that deliver improved mobility to their citizens. Cycle lanes and city bike schemes, active travel, public transport, mobility plans for employers, and communications activities. Many case studies are available for cities that want to implement them. Most of the experts in mobility we have talked to agree that the biggest challenge is transferring this knowledge. Not that financing, planning and building new mobility infrastructure cannot prove a challenge, especially for newer member states. But rather we know how to do it.

Marcus Enoch, Associate Professor at Loughborough University, UK, has studied many mobility initiatives across Europe. In his experience cities often miss the question of the process that leads to the implementation, when it comes to presenting the good examples. He finds that the simple excuse used by cities is context: the economic situation or the culture is so special that the experiences cannot be transferred. But there is a lot of transferability



in the process that leads to the results. He says:

"There is a level beyond the context, and a lot can be learned from such analysis, for example the setting of mindset. This can be the real reason for success or failure".

This is part of URBACT's mission to maximise capitalisation of good practice. URBACT networks such as EVUE¹ and Active Travel² have allowed cities to really examine the way others are promoting electric mobility, walking and cycling, to be able to make use of that tacit knowledge to improve their own planning.

How do we ensure a smoother transfer of know-how between cities in Europe bridging historical, geopolitical, topographical, cultural and economic differences?

"The concept of 'Motivating Mobility Mindsets' is emerging 10 years too late. We should focus on the mindsets and facilitate ideas, rather than keep discussing technical solutions. These have basically been in place for many years", Minze Walvius, ADVIER Consulting, the Netherlands.



Tourists and residents in central London. Photo: Sally Kneeshaw

Build on the experience of others

There is much to be learned from the many successful (and unsuccessful) examples of greening mobility that have been implemented across Europe. Tools, means and experience can be found on:

- CIVITAS.eu
Network of cities introducing ambitious transport measures and policies towards sustainable urban mobility.
- Eltis.org
Facilitates the exchange of information, knowledge and experiences in the field of urban mobility in Europe.
- EPOMM.eu
Network of countries and regions promoting Mobility Management measures.
- Mobilityplans.eu
Providing guidelines, examples and training in SUMP's (Sustainable Urban Mobility Plans).
- Allinx.eu
Thematic community for European professionals working locally in the field of mobility management.
- URBACT projects on mobility
Electric Vehicles in Urban Europe (EVUE), Active Travel, Enter Hub
- ESPON projects on mobility:
EU-LUPA, ESPON Climate, TRACC
- INTERREG IVC projects on mobility:
EU 2020 going local, FLIPPER, SUGAR, CycleCities, INVOLVE, PIMMS TRANSFER, CAPRICE, SUM PROJECT, ECOTALE, EPTA, POSSE, POLITE, RITS-Net, CATCH_MR, PIMMS CAPITAL MMOVE
- INTERACT supported programmes on mobility:
Spain Portugal CBC Programme, Atlantic Area, INTERREG NWE, Spain France Andorra CBC Programme, South-West Europe, MED Programme, Austria-Czech Republic, Slovakia-Austria, INTERREG IV A North Programme (Sweden, Finland and Norway), South Baltic CBC Programme (Poland, Sweden, Germany, Denmark and Lithuania), Central Baltic INTERREG IV A (Estonia, Finland, Latvia and Sweden), France-Switzerland, France-Italy (Alcotra), North sea Programme



2. Connect perceptions of mobility and quality

Living a 'Mobility Mindset' requires a fundamental change in the way we think of, work with and carry out everyday mobility. That is perhaps the hardest task: to change the perception of mobility. The Cities of Tomorrow report stresses the urgent need to transform the city. It must be a liveable place that caters for all the needs of citizens. To be able to realize that vision, tough choices have to be made, and old thinking needs to be transformed.

For decades cities have tried, for the most part with coercive measures, to influence the travel behaviour of citizens in an effort to encourage them to opt for greener and more sustainable alternatives to (single) car use. Some cities have been successful, and some less so, even though the technical solutions put in place have been similar. Some cities arrive at a better mobility situation by spontaneous processes. Some due to lack of financing for big infrastructures. Motivating mobility mindsets also means having a good situational awareness and acting on the right level before it is too late.

"Each city should be able to tackle their transport problems through adopting appropriate mobility policy and committing to sustainability targets. The vision of the city is quality-of-life in 2020, 2050. Inform the city staff about possibilities of development measures for sustainable mobility and communicate to users for sustainable modes and give them the offer". Radomira Jordová, working at the Transport Research Centre under the Ministry of Transport, Czech Republic.

Understanding why, and how, successful cities get to be successful in influencing mobility behaviour is an important step in understanding the concept of "Mobility Mindsets". It is not only transport opportunities or the strict enforcement of parking strategies or even road pricing that does the trick. The potential pleasure of this new mobility is directly connected with the quality of space. Citizens need to feel confident about their personal safety moving about the city, for instance by bike or on foot. The new mobility mindset is also very linked with the use of new electronic information devices: information platforms which allow you to know, for example with your smartphone, when the next bus or metro will come. Urban planners need to use a "design for all" approach to provide accessibility for those



Cyclist with passenger in Barcelona.
Photo: András Ekés

The new mobility mindset is also very linked with the use of new electronic information devices.

with reduced mobility, including the disabled, the elderly, parents with pushchairs.

It is also the feeling that you get when you live, work and travel in the city that marks a truly successful city. As an experienced mobility planner, Roberto De Tommasi from Synergo Consulting, Switzerland, puts it:

"As a city it matters what kind of feeling you give to the public. How people feel: that's what it's about. How you demonstrate mobility is very important. If they feel that the city belongs to them, they will be proud of it and feel responsible for it."

This sense of a liveable city is very hard to create and to convey in words. One of the key elements to success is to locate the needs of travellers and citizens at the heart of mobility planning. Mobility solutions should be easy to comprehend, easy to use and attractive. Not a small task.

"In the end, people have to be convinced, to take a different mobility behaviour. As a journalist, it is my experience that you can only



Miskolc, University bus stop, (Hungary). Photo: András Ekés



convince people to change by offering them something. By making them part of something. For instance seeing the Mayor ride a bike or walk. Andreas Horchler, journalist from the German radio Hessischer Rundfunk.



Including user groups and neighbourhood representatives in local planning can provide invaluable insights and resources to create this feeling for the city. The URBACT Local Support Groups provide the ideal platform to bring stakeholders together to plan greener mobility in the shape of a Local Action Plan.

How do cities actively create a “Mobility Mindset”?

3. Target the communications

To create the right “buzz” for stakeholders to get involved, a lot of care has to go into crafting the right message. Effective communication with the public and with stakeholders is vital to encourage behaviour change. Successful cities make use of multipliers, frontrunners and powerful mediators that touch people, such as employers, the Mayor, community leaders, the municipal newsletter, the media and event organisers.

Marianne Weinreich has worked with local businesses to make them adopt mobility initiatives in Denmark:

“Working with private businesses you need to tell them they can make money. It’s good for their social responsibility profile. It’s good for their green accounts. It’s good for the employees, it attracts good workers and it creates satisfaction. Healthy, active employees have less absenteeism through sickness.”



There is a need for good communication skills and better competences in marketing and sales. We have to find new means and channels of communication; new methods. Citizens and businesses alike are tired of being told that what they do is wrong. One reason why environmental NGOs often don’t succeed is the fact that

“Move away from the bad conscience about the environment. It is more important to say it’s fun to be on the bus. Emphasise convenience, quality of life and fun.” Siegfried Rupprecht



they preach abdication. Giving up something that you like is a negative. But is it really negative to take the bike instead of the car in the city? Siegfried Rupprecht, from Rupprecht Consulting, Germany, puts it directly: “Move away from the bad

conscience about the environment. It is more important to say it’s fun to be on the bus. Emphasise convenience, quality of life and fun.”

There is, however, a geopolitical gap here: post-socialist countries are at a different stage, you cannot convince by “fun”. Maybe in five years time. But financial reasons and time gains are at least as important factors.

To target the business community you need to speak to their values and needs.

How do cities identify the efficient communication channels to promote a change in “Mobility Mindsets”?

The case of Frankfurt, partner in INTERREG IVC and URBACT projects

The young and the elderly are important target groups when you want to create “Mobility Mindsets”. Johannes Theissen, former Head of Frankfurt TraffIQ and veteran of INTERREG IVC projects including PIMMS, PIMMS Capital, INVOLVE and URBACT

EVUE, has set up school campaigns called “Wir laufen zur

Schule!”. This was a competition amongst Frankfurt schools to see which could encourage the most pupils to walk to school.

It linked the activity to environmental awareness and influencing parents and grandparents to change behaviour too. But Johannes Theissen sees a much bigger effect of campaigns like this:

“It is important to build mobility behaviour at the earliest possible opportunity, starting in primary schools. Start to build independent mobility in children. Children can influence the elder generations and can be critical of their parents’ mobility habits. They motivate their parents’ Mobility Mindsets.”

In the URBACT EVUE network the city of Frankfurt Local Support Group developed a Local Action Plan aimed at making the city a model for electro-mobility. Part of the strategy has been to develop an awareness raising campaign to explain the benefits of e-mobility and to bring civil society up to date. Actions include test and ride sessions with electric vehicles, information stands at local events and a solar charging point at the Mobility Centre. The Economic Development team has cooperated with the Chamber of Commerce to run seminars on post-oil urban mobility, to foster debate with local businesses and knowledge institutes about the consequences and the opportunities associated with electro mobility.





4. Create the conditions for win-win situations

It is in cities, where the majority of EU citizens live, where many important changes have to take place. Curbing emissions from the transport sector, air quality issues as well as time and opportunities wasted due to congestion or “mobility for mobility sake” are major challenges to be tackled. But also social and economic issues such as unemployment, dilapidated neighbourhoods, social exclusion and poor health are inextricably linked with the means and possibilities of transport and mobility in the modern city.

There is a real need – and a great opportunity – for coherent policies to bridge the gaps across traditional divides, where challenges in one sector can be opportunities in another. And many examples on issues where a strong cross-sectorial approach can bring mutual benefit. Health and transport, for example, have many challenges in common: more people biking has a clear health benefit, as well as reducing congestion. Siegfried Rupprecht commented: *“Healthcare stakeholders should be made part of the discussion about mobility. It’s a very important topic for the future.”*

Sustainable transport solutions connecting neighbourhoods can also bring about much needed job possibilities for citizens unable to afford to travel to work in their own car. By integrating policies and policy aims across sectors there are potential win-win situations for all.

To develop “Mobility Mindsets” is a long and sometimes complicated process, and engagement of many stakeholders in different agencies is required. Other stakeholders do not necessarily have the same motivation for change. But when stakeholders get to identify their own needs, their personal burning issue, they are much more committed to the shared result: the win-win.

Multi-stakeholder cooperation is promoted in URBACT Local Support Groups. The process of reaching consensus can take time, and involves soft skills. The URBACT Local Support Group Toolkit³ offers techniques to support these processes, such as



Critical mass cyclist demonstration in Budapest, 2012. Photo: András Ekés

The case of Nantes

The city of Nantes uses a mobility management system as a cost-effective way to get information to many people. They work hard to maintain employer engagement through a network of mobility managers in companies and this extends their communication to 75,000 workers in the city.

They also use this network of companies to test new ideas, such as a company parking card that can be used by employees.

Their strategy is to be aware of problems, alternations, processes, and the possibility of change.

They demonstrate different solutions to daily car use that combine public transport, cycling and walking, showing different ways to get from A to B.

Good relations are cultivated with the media to communicate new offers and services.

A lot of work goes on behind-the-scenes because part of motivating mindsets is to explain what you are doing and how.

The mobility management team emphasises the importance of motivating decision makers, to convince them to try out interventions. When they succeed the politicians say “You were right to do that”.

“To me, targeted and aggressive communication is a key concept that has to be systematically integrated into in every action we try to carry out.”

We have to use multipliers and intermediaries that can reach people such as employers, Mayors, conference and tourist centres, the local media.” Gilles Farge, the City of Nantes, France.

Health and transport, for example, have many challenges in common: more people biking has a clear health benefit, as well as reducing congestion.



The case of Eindhoven

Henk Kok, an old hand in city politics at the Strategy Department of the city of Eindhoven, The Netherlands, has his own tool for change, to grasp these opportunities to join up the dots and drive win-win collaborations.

He has built-up an informal network of colleagues that are enthusiastic and ready to create quick changes within the system. The network expands into all departments of the city and can be activated at quick notice.



"We only need 10% of the workforce to be in that frame of mind. Then real change can be made when opportunity knocks" is his optimistic message.

It is not always easy to predict when the window of opportunity opens that will allow new cross-sectorial initiatives.

It could be opened by a political statement, an opportunity for funding or be created by an unexpected problem, but having like-minded colleagues ready to innovate with shared solutions is key.

The Eindhoven approach is also about not pre-judging situations.

"It's important that we don't jump to conclusions. Try looking beyond the problem. You need strategy and supporters."

The strategy department has a 4-year planning process, and creates links between departments, and EU and local projects.

It recognises that infrastructure of the future is not just roads, rails and bike lanes (by mode) but mobility possibilities across modes. New lifestyles will lead to the need for new integrated mobility services.

As well as a number of mobility projects Eindhoven leads an Interreg IVB cluster on connectivity in public transport solutions.

By integrating policies and policy aims across sectors there are potential win-win situations for all.

stakeholder analysis, problem identification, consultation, negotiation. The first URBACT Summer University⁴, held in Krakow in 2011, brought together URBACT Local Support Groups from across Europe to explore and try out new methods to improve local planning.

How do cities ensure time and resources for the process of promoting "Mobility Mindsets"? So how do cities break down the silo thinking of public offices and focus on the bigger wins?

"It's important to create ownership. The URBACT Local Support Group concept is very important for most cities, and can be used effectively for mobility initiatives. It gives stakeholders a voice, brings them in, and generates support."



This is a major success factor for getting policies delivered. Planners are often not good sellers." Robert Pressl, Lead Expert of the URBACT ACTIVE TRAVEL⁵ network and Manager of the EU funded Eltis⁶ Urban Mobility Portal.

Why is improved mobility important?

There are many benefits to be derived from increasing the proportion of walking, cycling and car sharing through the introduction of mobility plans (travel plans), flexible working, training and awareness raising events:

- Less congestion in cities
- Reduced CO₂ emissions
- Increased fitness, wellbeing, productivity at work and longer life
- Decreased inactivity, obesity, heart disease and health care costs
- Less costly new infrastructure by fully utilising existing capacity
- Increased recruitment and retention of employees
- Enhanced well being, pleasure and satisfaction (urban happiness)

Ways of greening mobility

Policy measures to promote greener mobility must work in combination to be efficient and include both soft and hard measures. Mobility patterns can be influenced by measures encouraging citizens:

Avoid travel e.g. by providing good internet access, by promoting teleworking, or by toll or road pricing, and by decreasing mobility through synergy with urban planning.

Travel by greener modes through campaigns and promotion of public transport, cycling, carpooling. But also ensuring high quality of green modes, such as rivers, lakes as reinvented surfaces for cost-efficient ferry based urban mobility (e.g. Paris, London, Budapest, Bordeaux...).

Travel by cleaner modes by the promotion of electric, hybrid, biofuelled and other greener alternatives in cars and city distribution.

Travel less, or in less congested times by promoting incentives to teleworking and work-at-home and differentiated parking fees, public transport fares and road pricing.

Join the challenge

Changing behaviour and habits for this new mobility thinking can be motivation by consciousness or motivation by economic/financial incentives or both. Cities can use a mixture of carrots and sticks, and this will vary according to city specific contexts.

Part of the challenge is to define a common platform, or the same language and understanding so that the Motivating Mobility Mindsets slogan and its content is relevant and helpful in all European cities.

How do cities arrive at the "higher level of quality of life" by Motivating Mobility Mindsets? The starting point for change can be small steps. We need to find good ideas, try to realise projects based on the ideas and try to transfer the knowledge for others. Others will get the most relevant points from these projects as useable ideas for themselves.

Cities can apply motivated mobility mindsets as the key to unlock the door: to more effective communication, to better transfer of transport solutions, to collaborations that solve multiple urban needs.

This concept of "Motivating Mobility Mindsets" does not require large investments. It offers good potential in the current difficult economic context in Europe where growth is



EU Policy Challenges

Urban mobility accounts for 40% of all CO₂ emissions from road transport and up to 70% of other pollutants from transportⁱ. Congestion in the EU is often located in and around urban areas and costs nearly 100 billion Euro, or 1% of the EU's GDP, annually.

It is estimated that around 70 % of the EU population – approximately 350 million people – live in urban communities of more than 5 000 inhabitantsⁱⁱ.

Efficient and effective urban transport can significantly contribute to achieving objectives in a wide range of policy domains for which the EU provides frameworks and some regulation.

The EU Climate and Energy Packageⁱⁱⁱ targets call for a 20% cut in emissions of greenhouse gases by 2020, compared with 1990 levels; a 20% increase in the share of renewables in the energy mix; and a 20% cut in energy consumption.

The European Transport Plan^{iv} aims to increase mobility and further integrate the EU's transport networks – while reducing greenhouse gas emissions and the bloc's dependence on imported oil. It includes a target of no more conventionally fuelled cars on cities by 2050.

The European Action Plan in Urban Mobility proposes twenty measures to encourage and help local, regional and national authorities in achieving their goals for sustainable urban mobility^v.

The success of these policies that have been agreed at EU level partly depends on actions taken by national, regional and local authorities. Mobility in urban areas is also an important facilitator for growth and employment and for sustainable development in the EU areas.

Cities themselves are usually in the best position to find the right responses to these challenges, to enhance mobility while at the same time reducing congestion, accidents and pollution and taking into account their specific circumstances.

- (i) http://ec.europa.eu/transport/urban/urban_mobility/urban_mobility_en.htm
- (ii) Cities of Tomorrow, European Commission DG Regional Policy 2011
- (iii) http://ec.europa.eu/clima/policies/package/index_en.htm
- (iv) http://ec.europa.eu/news/transport/110328_en.htm
- (v) http://ec.europa.eu/transport/urban/urban_mobility/action_plan_en.htm

lower than in other regions. Europe has little capacity for public investment. So the emerging economies of China, India and Brazil can support growth with lots of new infrastructure, as in the European post war discipline of country development. Europe needs to find a different way. More in line with notions of smarter use of existing facilities and capacities, shared use and space, and “co-mobility”. A way that reflects the key themes of EU 2020, and the Green Paper for a new culture of urban mobility, currently under public consultation. A mobility mindset does, however, require real change in the way we perceive, act, think, plan, communicate and operate our cities, and in the interaction of all aspects of city planning and life. And it relies ultimately on a significant change in mobility behaviour, backed by better and greener mobility services.

The URBACT workstream “Mobility Mindsets” collected the evidence, quotes and viewpoints for this article at the ECOMM 2012

conference in Frankfurt, the CIVITAS Forum, listening to the results of clean city mobility projects, and gleaning from the exchange and debate the best practices around Europe. Robert Stussi will bring to the group the preliminary results of the Interreg IVC capitalisation exercise on sustainable transport, including an analysis of the impact of 15 projects funded. The other European Territorial Cooperation programmes, ESPON and INTERACT have been invited to contribute their findings. The final URBACT workstream meeting on Mobility Mindsets for 2012 will take place in November in Budapest, and focus on the realities and challenges for cities in Central and Eastern Europe.

Our workshop in the URBACT annual conference on 3-4 December 2012 will explore these challenges, seek the views of cities across Europe, and encourage more steps towards human oriented mobility. We need all city stakeholders to be actively engaged in “Motivating Mobility Mindsets”! ●

- (1) URBACT EVUE network : <http://urbact.eu/en/projects/low-carbon-urban-environments/evue/homepage/>
- (2) URBACT Active Travel network : <http://urbact.eu/en/projects/low-carbon-urban-environments/active-travel-network/homepage/>
- (3) http://urbact.eu/fileadmin/general_library/URBACT_LSG_Toolkit_090115.pdf
- (4) URBACT Summer University. <http://urbact.eu/en/news-and-events/view-one/urbact-events/?entryId=4883>
- (5) <http://urbact.eu/en/projects/low-carbon-urban-environments/active-travel-network/homepage/>
- (6) <http://www.eltis.org/>

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People involved in the workstream activities so far:

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MORE INFORMATION

URBACT 2012 conference website:
<http://www.conference2012.urbact.eu/workshops/about-conference/themes/motivating-mobility-mindsets>