Awareness raising & Communication Campaigns - Training manual

Contract number: EIE/04/195/S07.38471
THE E-ATOMIUM PROJECT

e-Atomium is a training project funded through the STEER programme which is part of the European Commission’s Intelligent Energy Europe programme and will be implemented in Belgium, France, Ireland, Italy, The Netherlands and the United Kingdom. The aim of e-Atomium is to strengthen the knowledge of local / regional managing agencies in the transport field and to accelerate the take up of EU research results in the field of local and regional transport. The beneficiaries of the project are managing (energy) agencies and local actors who want to play a bigger role in the transport field.

The following compendium contains results of EU research-projects and complementary results of national research-projects. The authors especially thank the partners and collaborators of the Treatise and Competence projects.

A complete list of the studied projects, involved consortia, and cited literature is given at the end of the material. All materials can be downloaded from the project website: www.e-atomium.org

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1. INTRODUCTION

Most European local authorities are confronted with increasing problems of congestion and pollution due to the steady growth of urban motorised traffic. People moving out of the cities due to bad environmental conditions, increasing car ownership, and faster travel have given rise to dispersed urban structures, leading in turn to greater volumes of motorised traffic. But transport is also a challenge in terms of climate protection: By 2010, transport will be the largest single contributor to greenhouse gas emissions.

To turn around these trends, reduce these problems efficiently and thus raise standards of living in our cities, it is necessary to:

- carry out a true modal shift from private motorised traffic towards more sustainable modes of transport like walking, cycling, public transport;
- implement urban planning strategies based on principles like urban density, improved mixed use of space and limited new urban developments to areas served by public transport;
- develop the concept of responsible car use and introduce less polluting and quieter vehicles;

At the same time, specific organisation methods and innovative technologies in terms of energy saving and the environment protection must be introduced. It is moreover crucial to raise awareness among citizens about the effect of their choice of transport mode on the quality of urban environment.

The training activities within e-Atomium will address all the mentioned goals by explaining the following themes:

**Mobility Management**
- School Travel Plans
- Company & Administration Travel Plans
- Tourism Travel Plans

**Awareness raising and communication**
- Target group dedicated communication
- Eco-driving
- Topic related communication
- Organisation of an awareness raising event

**Alternative fuels & vehicles**
- Biofuels (incl. pure vegetal oils)
- Comparative analysis of all alternative fuels & vehicles
- Environment appraisal of community/municipal vehicle fleets

**Demand Management**
- Road pricing schemes
- Access management
- Car free cities & town planning
- Vehicle restrictions

This document is mainly addressing the theme “**Awareness raising and communication**”.

“The big problem that urban authorities will have to resolve, sooner than might be thought, is that of traffic management, and in particular the role of the private car in large urban centres. … The lack of an integrated policy approach to town planning and transport is allowing the private car an almost total monopoly”.

2. TRAINING GOALS AND STRUCTURE

2.1 Training goals

The aim of this training manual is to increase the knowledge and competencies of energy agencies, energy advice centres and local authority energy professionals in the field of “Awareness raising and communication Campaigns”, especially regarding the topics mentioned in the table above.

This training manual has been prepared to help you understand what “Awareness raising and communication Campaigns” are all about. It gives you an overview of the reasons why “Awareness raising and communication Campaigns” should be launched and organised in your territory.

Thanks to the training manual, you will be able not only to help local authorities and other relevant actors in launching and organising their own “Awareness raising and communication Campaigns” but also carry them out on your own. The training manual contains recommendations and good practices/case studies for your benefit.

2.2 Training structure

After a theoretic background of Campaigns (structure, communication strategies, key elements, etc.), four specific topics are addressed in this training manual under the “Awareness raising and communication Campaigns” theme:

- Target group dedicated communication: arguments & toolbox on the challenges of transport & mobility (e.g. for elected people, companies, citizens),
- Eco-driving,
- Topic related communication (e.g. marketing PT, soft modes),
- Organisation of an awareness raising event (e.g. mobility week).

The four specific topics are presented under a common framework:

- introduction to the subject,
- presentation of recommendations under five main sections:
  - plan and organise,
  - fit out, take measures and actions,
  - communicate, promote and sensitise,
  - monitor and evaluate,
  - develop, adapt and refine.

The good practices/case studies mentioned in each topic refer in most cases to successful and replicable practices for sustainable mobility and/or sustainable energy use in transport carried out in European local authorities. These were prepared within the EU-LIFE-Environment supported project SMILE-Sustainable Mobility Initiatives for Local Environment and are available on the project website www.smile-europe.org

After the description of the four specific topics, down to the earth exercises (learning by doing) are proposed in order to make the training manual very practical.
3. SUSTAINABLE URBAN TRANSPORT POLICIES: A CONCEPT

The Commission’s Communication “Towards a thematic strategy on the urban environment” [COM(2004) 60 final], formally adopted on 11th February 2004, proposes the following vision for sustainable urban transport:

A sustainable urban transport system:
• supports the freedom of movement, health, safety and quality of life of current and future generations,
• is environmentally efficient, and
• supports a vibrant, inclusive economy, giving access to opportunities and services to all, including less affluent, elderly or disabled urban citizens and non-urban citizens.

It achieves these objectives by, among other things:
• promoting a more rational use of private cars and favouring clean, quiet, energy-efficient vehicles powered by renewable or alternative fuels,
• providing a regular, frequent, comfortable, modern, competitively priced, well linked network of public transport,
• strengthening the share of non-motorised transport (walking and cycling),
• making the most efficient use of land,
• managing transport demand through the use of economic instruments and plans for behavioural change and mobility management,
• being actively managed in an integrated manner with the participation of all the stakeholders,
• having quantified short, medium and long-term objectives with an effective monitoring system.

We fully share this vision and use the term Sustainable Urban Transport Policy to denote a policy allowing for the coordinated and efficient use of all modes of transport (public transport, private vehicle, bicycle, walking, etc.) over a given area (e.g. the town or conurbation), in particular through the appropriate use of roadways and the promotion of transport modes that are less polluting and consume less energy.

It is essentially a policy in which the transport of persons and goods, along with traffic and parking, are organised to ensure a sustainable balance between mobility and accessibility requirements and the preservation of the living environment. Such a policy must, among other things, comprise a certain number of technologies concerning the different modes of transport and make sure that they combine efficiently with each other, but also and above all it must ensure that they are associated with particular organisation methods derived from the implementation of clearly defined political commitments. Since transport issues lie at the heart of urban development policies, a Local Sustainable Transport Policy must also take account of this question in its urban planning policy.

In our view, such policies can only be generated by the implementation of integrated and global urban transport schemes within the local authorities and must serve all of the local authorities’ citizens, who themselves have a key role to play in their everyday decisions, such as their choice of transport mode. It is also of utmost importance to link these policies to regional and national plans and strategies. Indeed, to complement and support these local policies, all Member States must in parallel adopt a clear policy on urban transport to promote its sustainability, and, as a general principle, seek to internalise the external costs of transport through appropriate measures (e.g. taxation, road user charges, licence fees, etc.).
A sustainable transport system:
- allows the basic access and development needs of individuals, companies and societies to be met safely and in a manner consistent with human and ecosystem health, and promotes equity within and between successive generations,
- is affordable, operates fairly and efficiently, offers choice of transport mode, and supports a competitive economy, as well as balanced regional development,
- limits emissions and waste within the planet’s ability to absorb them, uses renewable resources at or below their rates of generation, and, uses non-renewable resources at or below the rates of development of renewable substitutes while minimising the impact on the use of land and the generation of noise.

Definition of a sustainable transport system adopted in April 2001 by the EU Transport Council
4. AWARENESS RAISING & COMMUNICATION CAMPAIGNS

The contents for this section are mainly based on the State of the Art Review which has been produced within the EU supported TAPESTRY\(^1\) project.

4.1 Campaign: a definition

A campaign can be defined as:

\begin{quote}
“Purposive attempts to inform, persuade, and motivate a population (or sub-group of a population) using organised communication activities through specific channels, with or without other supportive community activities.”
\end{quote}\(^2\)

By this definition there are many different types of Campaigns and finding the most suitable Campaign to meet your objectives is one of the keys to success. Campaigns aim to reach certain objectives, send messages and in turn influence the target group’s attitudes and behaviour. They can cover a whole range of topics, such as education, vandalism, tourism mobility, public transport, health etc.

However, some Campaigns do not resemble a “traditional” Campaign, which use materials like posters, leaflets, radio or TV adverts. Rather, they may evolve into new forms of communications management that combine elements of:
- Traditional Campaigns
- “Dialogue marketing” techniques
- Image or brand building
- Social & cultural events
- Education sector programmes.

4.2 The structure of a Campaign

The following diagram represents the different elements of a Campaign set in two overlapping categories: strategic management and Campaign operational management. Each element is explained in more detail on the following page.

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1 Travel Awareness Publicity And Education Supporting A Sustainable Transport Strategy In Europe; www.eu-tapestry.org
<table>
<thead>
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<th>Campaign Elements</th>
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<tbody>
<tr>
<td><strong>Strategic policy objectives</strong></td>
</tr>
<tr>
<td>These may include broad objectives set out in a local transport plan or strategy, or in regional or national government policy, such as to reduce congestion and emissions, to improve health, or to enhance road safety. These wider policy objectives will steer the campaign objectives and any more specific measurable objectives for the campaign in question.</td>
</tr>
<tr>
<td><strong>Campaign发起者</strong></td>
</tr>
<tr>
<td>The campaign initiator is the person or institution that takes the initiative to set up a campaign. The initiator is part of the process of transforming general policy objectives into campaign objectives and the more specific measurable objectives.</td>
</tr>
<tr>
<td><strong>Campaign objectives</strong></td>
</tr>
<tr>
<td>For each campaign, specific objectives need to be defined in the light of the broad policy objectives for the city or region in which they are to be implemented. They make clear what you want to realise by launching your campaign, and define the population group(s) to be targeted.</td>
</tr>
<tr>
<td><strong>Campaign Design</strong></td>
</tr>
<tr>
<td>This is one of the most important parts of conceiving a campaign, as it is at this stage that decisions are made about several issues: the target audience(s), the campaign type, the sort of messages to be used etc. At this stage it is important to keep the campaign objectives firmly in mind.</td>
</tr>
<tr>
<td><strong>Non-campaign measures</strong></td>
</tr>
<tr>
<td>Campaigns should not be considered as independent events. A new bus service, a free car pool database, or police action on vehicle speed may all have a marked effect on the attitudes and behaviour of the public and therefore on the campaign results. Anyone assessing the effectiveness of the campaign should be aware of the effects of other measures and should take these into account when measuring the effectiveness of the campaign.</td>
</tr>
<tr>
<td><strong>External factors</strong></td>
</tr>
<tr>
<td>External factors can have a marked effect on the implementation and subsequently the results of a campaign. These effects can be either positive or negative. For instance a change in legislation on maximum traffic speeds may alter the effect of a road safety campaign for the better, while a public transport strike would be likely to have significant negative effects on a pro-bus campaign.</td>
</tr>
<tr>
<td><strong>Inputs</strong></td>
</tr>
<tr>
<td>The nature of the campaign will be determined to an important extent by the available inputs. These will probably be fixed from the start (the main working budget), but a part of it is variable, such as supplementary sponsorship. These can be additions to the budget, in-kind contributions, such as gifts and free use of material, infrastructure and services, or contributions made by staff and volunteers working on the campaign.</td>
</tr>
<tr>
<td><strong>Campaign Management</strong></td>
</tr>
<tr>
<td>To explain fully why a technique has been successful or not, factors relating to the management process must be examined. Examples to consider include: how key actors involved in the campaign related to one another; the way information was distributed; and the way in which the public was involved in the campaign’s development.</td>
</tr>
<tr>
<td><strong>Outputs</strong></td>
</tr>
<tr>
<td>The inputs, combined with what happens during the management process, lead to certain ‘material’ outputs. These can be publicity outputs, such as posters, leaflets, or radio adverts; or events or ‘happenings’. The outputs can be compared with the inputs, a comparison which tells us something about the efficiency of the campaign.</td>
</tr>
<tr>
<td><strong>Campaign Exposure</strong></td>
</tr>
<tr>
<td>Campaign exposure is the term used to describe the extent to which the target audience have actually seen (or heard) the campaign messages. Traditionally this is measured through campaign recall, which tests whether someone can remember or recognise the elements of the campaign. However, people may be exposed to campaign messages and take in the information in their subconscious memory, but not consciously remember it. They then may go on to modify their awareness, attitudes or behaviour, without being able to recall the campaign messages thus making measuring exposure to a campaign difficult.</td>
</tr>
<tr>
<td><strong>Campaign impacts</strong></td>
</tr>
<tr>
<td>Campaign impacts fall into two broad categories:</td>
</tr>
<tr>
<td>1. Impacts at the INDIVIDUAL level - concerning changes in levels of awareness, attitudes or in the travel behaviour of individual travellers that make up the target group</td>
</tr>
<tr>
<td>2. Impacts at the SOCIAL / SYSTEM level - Including more aggregate impacts on the transport system, such as on congestion, air quality, noise and accidents</td>
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4.3 Models of behaviour

To plan and implement awareness Campaigns for changing mobility patterns it is necessary to take as baseline approved theories and approaches of behaviour. In the EU-funded research projects ADONIS, INPHORM, WALCYNG, etc. these approaches have been modified and applied for use in the field of transport.

One of these theories and approaches is the Theory of Planned Behaviour.

![Diagram of the Theory of Planned Behaviour](image)

This Theory sets out three types of beliefs:

**Behavioural beliefs** – e.g. factors such as freedom, health, comfort, relaxation

**Normative beliefs** – e.g. whether friends of family or other people important to an individual approve or disapprove of a given behaviour

**Control beliefs** – e.g. factors, usually determined by experience or 2nd hand experience which control whether people do something or not e.g. the weather, time of day, whether in a hurry, luggage, traffic levels, etc.

As shown in the figure above, Behavioural Beliefs translate into attitudes to the behaviour, Normative Beliefs into what is called the “Subjective Norm” and Control Beliefs into “Perceived behavioural control”. Perceived behavioural control according to the ADONIS report “refers to a person’s perception about his/her own capacity to perform an act and does not deal with the amount of control a person actually has”.  

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3 Analysis and Development Of New Insight into Substitution of Short car trips by cycling and walking

4 Information and publicity helping the objective of reducing motorised mobility

5 How to enhance Walking and Cycling instead of shorter car trips and to make these modes safer

The STIMULUS\(^7\) project shows that there are no significant differences in what car drivers and public transport users wanted from a mode of transport, nor in their perception of different modes. For example, both scored highly factors such as comfort, speed, freedom, relaxation and ease of use; both perceived bus travel as safe and easy to use, but lacking in freedom, comfort and speed.

Another equally important behavioural model is the “Stages of Change” model as it is a behavioural change model. The steps of this model are:

\[\text{Awareness (of the problems of traffic growth)}\]

\[\text{Acceptance (of the need for change)}\]

\[\text{Attitudes (towards alternatives modes)}\]

\[\text{Action (reducing car use)}\]

\[\text{Assimilation (maintaining the change)}\]

Fig. 6: The “Stage of Change” model. Taken from the INPHORMM Final report.

The main findings and results have been summarised by the TAPESTRY project:

- Simple categorisation of people as “car drivers” or “public transport users” is not an effective way to determine the potential for change in travel behaviour.
- Socio-economic and demographic criteria are not a useful way to predict people’s awareness, attitudes and intention to change their travel behaviour.
- Looking at people’s attitudes to transport related measures may be a more useful way to “segment the market”, when designing Campaigns.
- The barriers, which people perceive when considering changing mode, are one of the most important predictors of behaviour, therefore any Campaign aiming to change behaviour has to address how these barriers can be overcome.
- Habit is also a very strong determinant in predicting behaviour. Campaigns to change behaviour should therefore also take this into account and look at opportunities for intervention when habits can be easily broken (new home, new job, changes in family circumstances, etc.)

### 4.4 Developing communication strategies

INPHORMM sets out several Campaign types, in terms of their objectives, as opposed to the three communication types developed by WALCYNG. These are:

- Public awareness Campaigns,
- Campaigns to targeted groups,
- Individualised Campaigns,
- Transport information programmes,

\(^7\)STIMULUS - Segmentation for Transport In Markets Using Latent User psychological Structures
• Health and environment Campaigns.

In addition, Campaigns may make use of the following:
• Image / promotional Campaigns,
• Events,
• Test Campaigns or trials (using incentives).

Each type of Campaign requires different communication techniques, messages and targeting methods. INPHORMM recommended the following:
• Campaigns are most effective when linked to physical or “hard” measures, e.g. new transport plan, new cycle lanes.
• Target “easy” groups first i.e. those most likely to react positively and make the desired changes.
• Ensure that you know about current public opinion prior to planning a Campaign – use market research if necessary.
• A step-by-step communication programme is more likely to result in changes in behaviour. Public awareness Campaigns should be followed up by more targeted and perhaps individualised Campaigns to change attitudes and encourage a shift in behaviour.
• Consider whether you are using just one or combining different communication strategies (“power”, “reinforcing” and “persuasive”).

4.5 Key elements of Campaigns

EU-funded projects make some important recommendations on key elements of any Campaign, such as the themes and planning strategies to use, the tone, language and messages, as well as how best to design incentives and promotional material.

Themes and strategies

• Key theme for awareness Campaign: majority of the public want to reduce levels of car traffic.
• Use local facts and figures to convince people of the problems.
• Key theme for targeted Campaigns: demonstrate how people can contribute to solving the problem (at a local or site level).
• Key theme for individualised Campaign: direct and personalised travel information and support.
• If targeting people at a key stage in their lives, combine travel information with other useful information for them at that time.

Messages

• Use arguments on which most people agree.
• Make the desired behaviour special in some way.
• Use positive messages and a non-authoritative tone.
• For site based Campaigns, use messages relevant to the main concerns of that site (e.g. child health and safety for schools or employee health and better “productivity” for companies).
• For individualised Campaigns, stress how small changes can make a big overall impact.
Incentives and promotional material

- Incentives should be directly targeted at encouraging the desired behaviour.
- Consider combining incentives with disincentives.
- Ensure that any incentives you put in place are not counteracted by existing policies which favour car use (e.g. company car policies).
- Use promotional material that is mutually reinforcing e.g. posters with leaflets.
- Pre-test all materials for both format and content with all your target groups.

4.6 Recommended model when planning and assessing Campaigns based on TAPESTRY

The following figure illustrates this model. In essence, this draws on elements of the Stages of Change model, developed as part of INPHORMM (the so called 5 ‘A’s’) and parts of the Theory of Planned Behaviour.

![Diagram]

*Fig. 7: The Seven Stages of Change model (from TAPESTRY Del 3)*
Awareness of problem

Awareness of the problems caused by car traffic (congestion, pollution etc.) is the first step. Being aware that there are problems to be solved is a pre-condition to accepting the need for action to help solve them.

Accepting Responsibility

The second stage is to accept a level of personal responsibility for the problems and for contributing to the solutions. Car users are unlikely to move any further towards changing their behaviour as a result of a Campaign if they don’t accept that they have a personal part to play in alleviating problems caused by car traffic.

Perception of options

How alternative modes are perceived will have a strong influence on whether they are viewed as viable options in place of the car. The most important factors at this stage are related to the “system” (e.g. whether public transport is seen to be on time, safe, easy to use), and those related to “society” (e.g. an individual’s reliance on the views of other people in shaping their own attitudes and behaviour). The latter include the valued opinions of family members, friends, work colleagues and what is seen to be “normal” in their community.

Evaluation of options

People may perceive different modes in different ways. However, the way in which they prioritise the characteristics of the alternatives may vary according to particular circumstances. People will only consider voluntarily changing mode if they have a positive perception of the alternatives with regard to factors, which are most important to them. For example, if the most important factor for them is cost, they are unlikely to favour buses if they think the tickets are too expensive, even if a bus trip is seen to be quicker than the same trip by car. This stage therefore will assess which factors are most important in travel choices.

Making a choice

This fifth stage relates to whether an individual really intends to change to using an alternative mode for certain trips. The establishment of an intention to change is one step before a change in behaviour can be measured.

Experimental behaviour

Trying out the new mode for certain trips for a short time on an experimental basis is the next to the final step. If the experience is positive, then this change may become more permanent. If, however the (positive) perceptions are not confirmed by experience, then it may lead to a re-evaluation of the options and a relapse to the old behaviour. It may also lead to a re-assessment of their actual / stated level of concern about the underlying problem, or their willingness to accept personal responsibility.
The final stage is the long term adoption of the new mode for certain trips. When this stage has been reached, the old habitual behaviour has been broken and a new pattern established. This is the final goal of a programme to change travel behaviour, but is the most difficult to achieve.

The overall impact of a Campaign on the behaviour of the target population can be assessed by measuring changes in modal split (i.e. percentage of trips by mode), using travel diary or related data.

Each stage of the process can be influenced not just by the Campaign, but also by other external or exogenous factors. Measuring the impacts of the Campaign therefore has to be combined with measuring specifically declared Campaign effects DQG more general Campaign recall, as well as recording the possible impacts of other non-Campaign measures implemented or external factors.

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8 N.B. There are some cases where behaviour is a one off event for a given individual (e.g. making a visit to a particular area as a tourist). Here the notions of “experimental” and “habitual” behaviour are not applicable and they reduce to one-step, assessing whether behaviour was influenced by the Campaign.
5. TARGET GROUP DEDICATED COMMUNICATION

Introduction to the subject

A sustainable city is accessible to anyone and welcomes everyone - a city that takes specific needs into account and offers transport solutions adapted to these needs. It is a city that breaks down the barriers to access and mobility that the members of society face, thus contributing essentially to social inclusion. In recognition that travel behaviour and experience differ by age, gender and lifestyle, the training manual takes the following target groups into account: children, young people, women, the elderly, the disabled, and the poor. The recommendations given here are elements accompanying each step of integrated urban transport policies as they apply to:

- planning by considering the needs of individual target groups right from the beginning and therefore improving the quality and effective implementation of plans,
- “hard” measures such as the adaptation of transport infrastructure and the built environment by taking accessibility, safety and security criteria into account, developing intermodal solutions, and improving access to information,
- “soft” measures such as awareness raising for specific needs, the development of specific services, initiating dialogues and building partnerships.

Specific need of the individual target groups – An overview

Children

Children are the weakest road users. Still developing physically and mentally, they lack a mature concept of “safety” and “danger”, making them a particularly vulnerable group for road accidents. Movement is fundamental to children's development and health. They need safe places to play, move and meet other children as well as opportunities to explore their environment and make journeys on their own – needs barely met in most of today's urban environments.

Today, the urban environment barely meets children's mobility needs.

Young people and students

Young people and students are high dynamic and face changing situations such as new schools, new jobs, or new households. Mobility plays an essential part in gaining autonomy and implies “freedom”. Individualisation and an increasing pluralism of life-styles are the main characteristics of this target group. Their price sensitivity due to relatively low income, their high amount of leisure time (compared to other age
groups) and their above average mobility needs must be taken into account when tailoring measures, offers or Campaigns to them.

**Women**

Women continue to be primarily responsible for domestic work, shopping, child-rearing and home-based care of the elderly, although their employment rate has been increasing considerably. Women hold most part-time jobs, generally low-level jobs. Juggling a high number of different obligations every day, women generally have shorter, but more frequent journeys, which they combine in a chain of trips. In addition, urban functions are more and more separated, journey distances are increasing considerably, access by sustainable modes is restricted, and women still have much less access to cars. Urban structure is thus a fundamental barrier to women's mobility. Another decisive restriction is the fear of aggression and sex-specific violence, which leads women to avoid certain areas and transportation options.

**The elderly**

With the share of people over 65 expected to increase by 40% over the next 30 years in most European countries, the specific needs of older people will become more and more important. Factors restricting the mobility of senior citizens are health and physical handicaps, an increasing risk of injury and death from road traffic accidents, and fear of crime. On the other hand, the travel patterns of older people change considerably: senior citizens have no job-related journeys anymore, but transport still provides an important link to friends, family and the wider community.

**People with disabilities**

The group with disabilities consists of with physical, sensory and mental impairment disabilities. This group is absolutely not homogenous. The different kinds and severities of disabilities result in a wide field of mobility restrictions, thus requiring very specific measures or adaptations of measures supporting accessibility to buildings, transport infrastructure and services.

**People with low income**

There is a clear relation between transport and social exclusion, which is particularly marked among unemployed people, families with young children, young people, the elderly and all those on low (benefit level) income. People with low incomes often have a relatively small travel range and rely very much on their local area. As this group has the lowest car ownership rate, the availability and especially affordability of other transport options are essential. An urban structure that strengthens the role of neighbourhoods, provides services on the spot, and favours non-motorised modes of transport enhances the mobility of people with low income considerably.

**Plan and organise**

- Express a clear political commitment to involve individual target groups in future planning procedures to adapt/improve measures according to specific demands.
- Set up a permanent forum with representatives of the various target groups; the forum has to be consulted regularly and in all relevant planning processes.
  - See local practice: Sabadell (ES) – Mobility Committee.
- Develop – along with the permanent forum – a catalogue of fundamental accessibility criteria that have to be checked before implementing new measures.
• Be a role model and let your staff analyse public buildings (their working places) and other infrastructure according to these accessibility criteria.

• Make an overview of relevant existing plans and programmes that should be reviewed according to requirements of specific target groups.

• Review, together with representatives of individual target groups / the forum relevant existing objectives and targets that appear in these plans.

Fit out, take measures and actions

• Assess accessibility by organising specific groups to speak about the barriers they face to access public buildings, public transport stops and vehicles, etc. Ensuring access to the built environment and transport is one of the pillars towards enabling all citizens to take part in everyday life regarding education, employment, leisure or services and to creating a safe and comfortable environment to live in and enjoy. Use participation methods adapted to the requirements of specific user groups. For more detailed information about specific demands and the various models for public participation see Annex A.

• Examine and overcome the barriers to transport, the built environment, and mobility that citizens experience, with special attention paid to the disabled and others with reduced mobility, such as the elderly, parents with children, pregnant women, people with heavy luggage, etc.

  See local practice: Olomouc (CZ) – Accessible Olomouc.
  See local practice: Zaragoza (ES) – Public Transport Accessibility Plan.

• Organise local meetings (per district or even per neighbourhood) to discuss how to improve access, safety and security in this area or invite local residents to produce a declaration of how they want to improve their street to make it accessible and enjoyable for all.

  See local practice: Geneva (CH) – Eaux-Vives: Improvement of Travel Safety and of the Quality of Public Spaces.

• Have the local authority commit a set date to repair poor infrastructure and ensure that features such as wheelchair ramps and tactile paving are included.

• Offer mobility services designed to meet the specific needs of individual target groups, such as night taxis, flexible public transport stops in the evening, call-a-taxi from-the-bus, flexible public transport services, etc.

  See local practice: Pöttsching (AT) – City Bus.
Night buses support independent and car free mobility especially of young people.

- Produce clear and accessible information and maps on access in your local area.
- Provide a brochure, booklet or map of all the shops, restaurants, hotels, leisure facilities and means of transport accessible in your local area.
- Provide information in accessible formats, i.e. large print, Braille and easy-to-read language. This is particularly important for people with sensory disabilities and learning disabilities as well as for the elderly and children.
- Produce accessibility guides for public buildings, schools, companies and sites of major events like stadiums, concert halls, etc.
- Provide individual door-to-door public transport information.

Auxiliary staff provides immediate and individual information.

- Make sure transport information on the Internet is produced in accordance with the web accessibility guidelines.
- Produce an easy-to-read timetable or transport information leaflet in large print that can be read and understood by children, people with learning disabilities, and the elderly.
• Assess how clear the presentation of information is at night with a cross-section of users – people with reduced mobility, including people with visual disabilities and the elderly.
• Identify gaps and make practical improvements to break down the barriers, involving user groups such as disability organisations, community groups, etc.

See local practice: Leeds (UK) – Quality Bus Initiative.
• The promotion of the greater use of sustainable transport modes is directly linked to safety and security. If people do not feel safe using the different possibilities, they will not use them. This is of particular concern to specific groups such as women, children, the elderly, and the disabled.
• Invite citizens to mark safety and security faults on a large map.
• Organise on-site assessments of a certain area together with residents or specific user groups.
• Ask schools/children to survey their surrounding / catchment area in terms of safety with the aim of enabling children to come to school on their own. Invite children to draw their ideal local area with ideas of how to improve safety and security for all.
• Increase staff at train stations and other service stations to assist the general public.
• Make security staff accompany public transport vehicles during the evening and at night.
• Make public and emergency phones accessible to everyone (including deaf persons).
• Improve the maintenance of public areas such as pavements and street lighting, and including lighting along footpaths and bicycle lanes, Park and Ride and Bike and Ride facilities, and shortcuts. For more recommendations on how to accommodate specific user groups’ needs, see the recommendations on responsible car use, public transport, cycling and walking & pedestrians in particular.

Communicate, promote and raise awareness
• Build partnerships between transport decision makers and other community groups, in particular the disabled and the elderly.
• Make local decision-makers experience current (in-) accessibility conditions by equipping them with prams, heavy bags, wheelchairs, etc.
• Organise safety and security training for personnel – transport staff and others – taking into account the needs and demands of users, in particular vulnerable users (disabled persons and elderly persons).
• Organise disability awareness training of transport personnel, frontline staff and management, and transport authority personnel.
• Use all media forms – educating the media on accessibility and specific demands of individual groups. Produce imaginative posters, local TV and radio press articles about the issue.

Monitor and evaluate
• Agree with the partners on the monitoring and evaluation procedures.
• Make targeted surveys before and after the implementation of new measures and “learn” from the results: Experience gathered in one project can make the implementation of other, future projects easier and more cost-effective and may help reduce effort and complexity of future public participation.

Develop, adapt and refine
• With participation structures set up, review the priorities regularly, as not everything can be done at once.
• Create a strong link to long-term urban planning policies. Incorporate specific demands already identified today to prevent future development projects from failing.
• Take seriously the needs and demands expressed by the target groups when implementing measures and projects. Disregarding these demands will lead to disappointment and frustration among target groups and bring the local government into discredit.
Focus on district-by-district rather than on target group-by-target-group activities, as specific demands of individual user groups should be considered in a well-balanced and agreed way when developing new measures.

For more detailed information and experience on target group dedicated communication see Annex A.
A 30 page dedicated training manual on the topic of eco-driving entitled “The smart driving style” has been produced by SenterNovem (NL) for the EIE-STEER project TREATISE in September 2005. This can be found in Annex B.
7. TOPIC RELATED COMMUNICATION

7.1 Responsible car use

Introduction to the subject
Private vehicles are often the main transport mode in urban areas. In some cases, despite considerable negative impact on the environment, cars can be a convenient mode of transport – for instance, in rural or peripheral areas, where public transport systems are not so efficient, or for evening/night travels, holiday trips, etc. But in many other cases, cars are overused; in many countries, around 50% of car trips cover less than 2 km, and the average occupation rate is of 1.2 people per car. Interesting options to use private vehicles more efficiently include car sharing, in which several people use the same car at different times, and car pooling, when people share the same car during the same travel. Other alternative systems, such as short time rentals or self-service vehicles, can be developed. And in all cases, eco-driving techniques should be the ones pursued to achieve energy-efficient driving of private cars - providing greater security, significant noise reduction, and important fuel and CO2 emission savings. These practices are even more favourable for preserving our urban quality of life when they are carried out with cleaner or more silent vehicles.

Plan and organise

• Consider the applicable legal framework, especially the possibility of giving local tax discounts to citizens and private/public organisations, for purchasing cleaner vehicles (alternative fuel and low consumption/CO2 emission vehicles).
• Consider implementing car-pollution levy programmes and subsidies for eco-driving courses.
• Take into account that car sharing and car pooling requires a change in the behaviour of potential users, which in most cases implies a combination of time and incentives. The implementation of car pooling or car sharing needs to be integrated in an overall mobility policy and not as an isolated solution – which means involving all relevant actors related to transport and mobility in the municipality as well as all employers and institutions concerned.
• Car sharing and car pooling schemes should be set up at the biggest possible scale, such as a car pooling scheme run on the Internet and co-financed by the municipality, at the disposal of all employees and city dwellers.

See local practice: Södertälje (SE) – A car pooling scheme.
See local practice: Langenegg (AT) – Car sharing as a local authority service.

• Set up an organisation to help develop car sharing or car pooling in local companies, along with connections to other means of cleaner transport.

See local practice: Strasbourg (FR) – The GEODES (management and organisation of commuting journeys) project.

DO NOT FORGET / WARNING
Car pooling should be managed by a specific person or organisation able to solve individual problems.
In Langenegg, a rural area with many commuters, a municipal vehicle is shared between the municipal staff and the inhabitants. The aim is to prevent households from buying a second car.

- Before setting up any such schemes, the initial situation (traffic flows, potential users and their specific needs, routes, parking facilities, etc.) must be carefully studied.
- Seek cooperation with private car renters to run the car sharing or car pooling system, such as Berlin (DE) StadtAuto, which is run by a well known car rental agency.
- Set up partnerships to favour car-sharers, car-poolers and users of cleaner vehicles, i.e. with parking operators, urban motorway operators or the national railway company.

See local practice: Odense (DK) – Car sharing scheme, where the car sharing system proved economically interesting and is now run by a private operator (a well known car rental company). The system has now 1,000 members, with 10 to 20 users per vehicle.

Fit out, take measures and actions

- Dedicate the best locations in the city to shared vehicle parking spaces.
  See local practice: Bristol (UK) – City Car Club.
- Build High Occupancy Vehicle lanes for public transport and shared vehicles, especially on the main radial roads entering the city.
  See local practice: Stockholm (SE) – Car sharing and Car pooling.

With a dedicated traffic lane, favour vehicles transporting at least 2 persons, public transport and two-wheeled vehicles.

- Define practical advantages for car-poolers and car sharers of public organisations when setting up employees’ mobility plans (such as free and dedicated parking places, financial contribution from the company for petrol, free bicycles, access to the repair shop, etc.), and make sure they match potential users’ needs as much as possible. Try to convince local companies to do the same.
• Support (materially and/or financially) the setting of car pooling and car sharing organisations.  
  See local practice: Geneva (CH) – Transport Package.
• Set up a dynamic local database for car pooling and car sharing. Include a detailed section on the benefits of the different systems, a practical section on costs and how to share them in the case of car pooling, an incidents management tool, etc.  
• Favour the use of environmentally friendly vehicles for car sharing and car pooling systems, especially for those dedicated to the municipal employees, as a good practice example.  
  See local practice: La Rochelle (FR) – LISELEC.
• Consider shared-car systems a potential complement to other modes, and seek cooperation with public transport operators in marketing actions, integrating fare systems or involving the public transport operator in the management of the car sharing or car pooling system.  
• Consider special events (cultural, sports, European Mobility Week, etc.) as an opportunity to test responsible car-use principles and actions within companies, local institutions, universities, commercial centres, etc.  
• In collaboration with private companies, favour the use of company cars to promote car pooling among employees, and show the advantages of such schemes to companies (fewer parking places needed, image, communication between employees, etc.).
• Carry out eco-driving pilot projects with municipal staff or the staff working for the municipality (such as public transport, rubbish collection) and important local public organisations (such as the post office); support the training of several groups of drivers, and monitor and broadly disseminate the results and benefits of eco driving.

Communicate, promote and raise awareness
• Encourage public discussions on potential and/or existing car sharing and car pooling schemes, and in general on the notion of responsible car use, and eco driving; for this, organise with as many local organisations as possible awareness raising Campaigns and develop a logo and a tool box (explanations, maps, timetables, etc.).  
  See local practice: Krakow (PL) – European Mobility Week Campaign 2002.
• Promote the activities of car pooling or car sharing associations to support their setting and development (such as by joining their marketing Campaign).  
  See local practice: Nottingham (UK) – A Comprehensive Mobility Management.
• Make sure that car sharing and car pooling schemes are well indicated in the traffic sign system.  
• In the local media (local press, regional TV, etc.) and at the occasion of specific communication events, regularly publicise the practical, economic, social and environmental benefits of car sharing, car pooling, and eco driving such as information leaflets, maps and demonstration stands for car sharing, car pooling and eco driving during the European Mobility Week or the “In town without my car!” Campaigns.

DO NOT FORGET / WARNING
It has proven very useful to lead a communication Campaign against the initial negative image of car pooling amongst the population, and to distinguish car sharing from car pooling.

• Promote the purchase of energy-efficient vehicles, basing your Campaigns on the information provided by the label, the guide, the poster/electronic display and other promotional literature as described in the car labelling Directive 1999/94. Awareness can be raised with these materials by means of local articles, conferences, stands in local fairs, etc.
• Organise meetings with local employers to show them ways of using cleaner vehicles and the numerous advantages of such measures.  
• On the occasion of special communication events, organise a rally in the city requesting the use of shared vehicles and dedicated parking facilities and get well known people involved.
Monitor and evaluate

- Monitor the number of car pooling or car sharing users (and potential ones) and their characteristics, and use the positive results for your next marketing actions.
- Evaluate the vehicle-kilometres, time, and money saved by the users of the different scheme, and use the figures for future promotion.
- Analyse the attitude and opinions of users, authorities and agents involved, by launching a car-poolers’ and car-sharers’ opinion poll to identify the advantages and drawbacks of the existing scheme both quantitatively and qualitatively. Draft the questionnaire along with some representatives of car sharing or car pooling organisations (they can provide good suggestions and important support to collect filled-in questionnaires and even help interpret the results).
- Carry out a public opinion survey to identify the local specificities that could support the development of a car sharing or car pooling system (such as focusing on the main routes used by municipal staff or employees of companies in a defined area of the city).
- Assess the number and quality of dedicated parking facilities for car pooling and car sharing.

Develop, adapt and refine

- Assess existing or recently tested successful car sharing or car pooling systems qualitatively and quantitatively, and seek cooperation with organisations that could be interested in similar schemes for their members (such as universities, social centres, city halls, centres for the disabled, etc.).
- Integrate the survey results and the new local specificities in the shaping/redefining of future car pooling and car sharing strategies (such as number and quality of the parking facilities, practical benefits/difficulties for the users, etc.).

**DO NOT FORGET / WARNING**

*Continuous improvements and incentives are necessary to keep the schemes attractive to potential users.*

- Carry out “corrective” actions as a consequence of the results of the analysis of the different schemes being developed; for instance, modify the incentives for car sharers and car poolers, strengthen and re-orientate the promotional Campaign, etc. Use flexible approaches.

**SPECIAL FOCUS: Cleaner and quieter vehicles**

- “Cleaner and quieter vehicles” generally have reduced air and noise pollution impacts such as: liquefied petroleum gas, compressed natural gas, biofuel, electric or hybrid vehicles. The promotion of cleaner vehicles requires consideration of many different factors, including:
  - vehicle and infrastructure performance and purchasing and operational costs (incl. maintenance),
    *See local practice: Werfenweng (AT) – Solar Charging Station for Electric Vehicles.*
  - energy consumption and real environmental impact,
    *See local practice: Stockholm (SE) – ELCIDIS / Electric Vehicle City Distribution System.*
  - social and cultural factors, strongly linked to awareness raising and communication.
    *See local practice: Geneva (CH) – Individual Public Transport.*

- Local authorities may decide to invest in cleaner public transport or municipal fleets, or subsidise cleaner private vehicles. *See local practice: Camden (UK) – LPG Taxi Conversion.*
• Other alternative sources of energy can also be used by municipalities in the framework of local recycling policies. See local practice: Graz (AT) – Biodiesel from Waste Oil.

**DO NOT FORGET / WARNING**

Give preference to already well developed, environmentally friendly vehicles instead of investing or supporting investments in expensive new technologies, which might prove not so efficient in the end.

La Rochelle (FR), an electric shuttle system between a Park and Ride and the city centre.

### 7.2 Public transport

**Introduction to the subject**

Buses, trams and trains can, particularly in large cities, provide quick, safe, cheap, noise-abating, environmentally sound and comfortable ways to get from point A to point B. And they cost the community less, take up less space, use less energy and are less damaging to public health than cars. In many cities, public transport is a “civic brand” and an expression of the local culture. Think of London with its distinctive “tube” and double-decker buses. Think of Zürich and the excellence of its bright blue trams and buses. What city, by contrast, would want to be defined by its traffic jams? In all cities, the case for giving public transport priority over cars is very strong. Such measures can never receive too much attention – particularly as the opinions of decision-makers often fail to reflect the attitudes of residents towards public transport. The examples of best practices and the recommendations are intended to show how best to include public transport in sustainable mobility initiatives.
Plan and organise

The better use of economic resources requires that urban sprawl and its side effects, continuous increases in car travel, and the use of non-renewable fuels be minimised.

- Ideally, the planning of land use, public transport and land-use policies should be integrated. Cooperation of this kind can help to prevent developments with inadequate transit and thus create conditions in which public transport can flourish.
- Urban plans that limit development on the city fringes and promote it close to stations served by efficient public transport help to curb sprawl and favour public transport.
- Development and transport need to be combined in ways that link jobs and leisure activities with new or existing transit services.
- A bus or tram line running on reserved roads surrounding the city and linking surrounding areas in addition to the usually radial connections should be considered.
- Investment in city centre car parks and public transport should be coordinated to prevent one cancelling out the other.
- Useful sources of finance for public transport include city centre congestion charges, as in London, or levies on employers, as in France.
- Region-wide action to bring together all public transport operators helps to achieve seamless door to-door travel. Such unions also help to achieve multimodal information centres and unified tariffs.
Fit out, take measures and actions

To compete with cars, public transport must continue to improve its speed, regularity and comfort. Easy access for pedestrians, speed, and regularity are key to attracting car users. The following steps are recommended:

- Buses, trams, cyclists and pedestrians should be treated as the main travel actors. Space devoted to cars should be reassigned to them.
- Traffic lights should be managed so that buses and trams stop only at places where passengers require them to.

**See local practice: Malaga (ES) – Centralised Traffic Light Management, which coordinates and optimises traffic lights with specific attention and priority to bus lanes.**

- Regulating and managing the number and price of city centre parking spaces is an important tool in a pro-public transport policy.

**See local practice: Aalborg (DK) – Parking Policy, where the Council extended the parts of the city centre covered by on-street parking charges and raised the fees to reduce traffic car journeys to the centre and people to use public transport.**

- Employees should be given incentives to use public transport rather than cars whenever possible.
- Buses and trams should run on dedicated lanes wherever possible but share them with taxis, cyclists and emergency vehicles as appropriate. Delivery vehicles should be considered as possible users as well.

- Stepless and gapless boarding to buses and trams is desirable and appreciated by all passengers, not only those with disabilities.
- Bus and tram shelters should be covered, well-lit and comfortable and provide real-time passenger information.
- The presence of an underground railway should not lead to the neglect of surface transport. Only a dense network of bus and trams services is capable of servicing a city at a “neighbourhood scale”.

**See local practice: Montreuil (FR) – Promotion and Development of Public Transport, where, although extending its underground, trams have also been introduced in 2003 and small electric taxis in 2002 in an effort to replace cars for shopping trips.**

- Clean and attractive vehicles give a feeling of “individual safety” while well-designed stops with good lighting, route maps and real-time trip information help to attract riders.
- Non-polluting vehicles help to give public transport a positive image and add to the status of its users.

**See local practice: Graz (AT) – Biodiesel from Waste Oil.**

**See local practice: Valencia (ES) – ECOBUS, where 10 hybrid buses have been bought for use in the historical centre with co-financing from the European Union.**
Communicate, promote and raise awareness

- Marketing, promotions and awareness raising are indispensable in attracting people to public transport.
- Public transport should clearly be “branded” so existing and potential users can see every element in the network as “part of a whole”.
- To increase the quality and attractiveness of their services, managers should focus on customers’ needs.

See local practice: Vorarlberg Region and Oberes Rheintal (AT) – Board of Municipalities for Public Transport, where 17 small municipalities collaborate to plan and manage the bus system. New incentives, such as presents, special fares and the possibility of carrying bicycles, are offered regularly.

- Successful managers use techniques such as market research and customer satisfaction surveys to identify the needs of potential passengers.
- Techniques that keep existing customers and attract new ones include individualised marketing, bonuses for commuter tickets, and the offer of free tickets and mobility diaries for a few weeks in exchange for car keys.

See local practice: Lund (SE) – Bus Rider Project, where in an effort to convince residents of the advantages of public transport, 70 car commuters were persuaded to sign an agreement to commute by bus for two months.

See local practice: Vienna (AT) – Individualized Marketing for Public Transport, where specially trained staff of the “Wiener Linien” visit potential passengers at home to give them individual information about public transport services that would suit them.

- Human factors are decisive in high-quality public transport. Successful managers train their staff in the subtleties of customer-oriented behaviour.
- Developing good relationships with prospective and existing customers and other stakeholders depends on a comprehensive approach to marketing that includes customer satisfaction surveys and the targeting of seniors, families, businesses and all other groups.

Monitor and evaluate

- Transit policy makers should always monitor their actions. This will involve:
  — tracking passenger numbers and changes in the modal split,
  — tracking how many traffic signals offer priority,
  — recording changes in levels of congestion and emissions,
  — setting up passenger advisory boards to suggest improvements,
  — using customer surveys to find out where to enhance quality,
  — using staff as “mystery shoppers” who act as “normal” passengers but actually perform quality control.
- Review regularly all safety, environmental and structural maintenance standards.

Develop, adapt and refine

- Previous experience should always be analysed and taken into account when planning new projects.
- Monitoring should enable local government to improve constantly the design and implementation of its actions.
- Targets should be set for the share of the market to be carried and the expansion of the service network.

**DO NOT FORGET / WARNING**

Hailed share-taxis, shared car services, car-pools, cycling and walking can be seen as rivals to bus, tram and train services. However, in most cases they bring more customers, provide a service to public transport or help to raise transit’s share of the travel market.
• Well coordinated cooperation between the “soft” modes is a useful way to attract travellers from cars. See local practice: Bad Hofgastein/Werfenweng (AT) – Car Free Tourism Resorts - The “Car-Free Holidays” offered by the local tourism resorts involve traffic innovations and links with “soft” modes. They include city centres free of motorised traffic, paid parking in centres, pedestrian and cycle-friendly street planning, car-free arrival of tourists, and subsidies of electric vehicles.
• Relationship between passenger transport authorities and transport operators are never rigid since, in the end, the authority determines the conditions of the agreement and pays the operator.
• Bear in mind the endless “public transport paradox”. It saves money to rationalise transit services and adapt them to demand, but lowering the service attracts fewer travellers.

For more detailed information and experience on public transport dedicated communication see Annex C.

7.3 Cycling

Introduction to the subject
Increasing the number of journeys made by bicycle can be a real objective adopted by local authority officials in their quest for a less congested, less polluted, and less noisy city that makes better use of space and energy. Along with encouraging a greater share of the number of journeys made on foot and by public transport, it is certainly one of the most effective methods available to cities where better quality of life - a desire now shared by a growing number of citizens - is the aim. Whilst bicycles are usually regarded as a simple “machine”, reinstating it as a real mode of transport in urban areas, long regarded as private-car domain and hence developed to this end, is not so simple. This requires: political will, courage, and the force of a strong and determined conviction on the part of local authority officials; interest, competence, and a sense of dialogue on the part of those with technical responsibility; and patience and reason on the part of cyclists. Bringing all these ingredients together is a real challenge.

Plan and organise
• Consider the share of each mode of transport as a basis for your future cycling policy.
• The cycling policy should be an element of a global transport policy aimed at reducing the market share of private motorised traffic (modal shift).
See local practice: Groningen (NL) – Cycling as a core of transport policy. In Groningen, thanks to a consistent transport policy aimed at encouraging the use of bicycles and discouraging the use of cars, especially for short distances, the market share of cycling is 50% over short distances (up to 7 km).
See local practice: Lund (SE) – Bicycle City.
• Consider cycling as a real mode of transport and as alternative to the private motorised traffic with the ultimate aim of becoming one of the first modes of transport within the local authority.
• Set up an integrated plan and implement groups of measures step by step, as single measures only have a limited effect.
• Change priority rules for private motorised traffic and enforce the priority for cyclists over private motorised traffic when and where possible.
• Facilitate intermodality for cyclists (such as by allowing them to take bicycles with them in public transport).
• Simultaneously plan the improvement of existing infrastructures and the realisation of new ones, the ultimate aim being to build a comprehensive network, interconnected (without breaks), safe and comfortable.
• Activate existing potential, i.e. privilege rapid and easy-to-implement solutions instead of costly solutions (be cost effective!).

• Favour long distances by bike (5-15 km) to win market shares, such as by ensuring the continuity, interconnection, safety and comfort of the cycle network, by putting into force the priority for cyclists over the private motorised traffic at relevant crossings, etc.

• Improve the safety and comfort of the cycle network to reduce accidents.

• Launch/extend the pedestrianisation of the city centre and implement access restriction measures to the city centre for private motorised traffic plus traffic calming/living street measures.

• Plan your cycle network comprehensively to be hierarchical and interconnected, i.e. for the whole local authority territory (even though the fittings will have to be done phase by phase). Try to avoid developing “periphery” and “city centre” cycle networks with bad connections between the two.

• Involve local stakeholders in the preparation and implementation of cycling measures (cyclists, residents, and other road users like car users).

Promoting Sustainable Mobility… includes putting into force when and where possible the priority for cyclists over the private motorised traffic.

Fit out, take measures and actions

• Redistribute the roadway between cars, public transport, cyclists and pedestrians (share of the space between the different users).

• Increase all road users’ awareness of each other (signposting, road markings, etc.).

• Use all possible fittings/facilities to develop the cycle network and improve the cycling conditions for cyclists, including their security and comfort (attractiveness of the network). For instance, implement sufficient crossing facilities for cyclists that allow for early detection and good visibility for all road users, such as advanced stop lines for bikes at traffic lights; crossings that enable cyclists to cross busy roads in two stages; indirect “turn left”; bridges and subways to reduce distances; cycle gaps in no-through roads, specific signs for cyclists and/or cyclists/pedestrians, cyclists/public transport; cycle network lighting; on-street facilities (benches, information points, fountains, toilets, etc.).

• To the extent possible, privilege cycle paths instead of cycle lanes.

DO NOT FORGET / WARNING

Cycling and walking, although the two most sustainable means of transport, do not necessarily live in harmony. They are two modes with very different characteristics and demands and only show limited compatibility. These specific demands have to be considered carefully when planning cycling lanes near sidewalks.
• Create/develop well equipped parking facilities for cyclists to avoid/limit theft; activate employers, big companies and shops to provide sufficient and safe cycle parking, such as covered bike parks / bike sheds close to public transport stops to encourage intermodality; spaces reserved for bikes and equipped with racks, bollards, hoops and other support devices, spaces reserved for all types of two-wheelers without any specific equipment or reserved for bicycles at specific times, for example when the area has several uses; pavement parking authorised for two-wheelers, etc.

• Introduce traffic-calming / living street measures (such as the establishment of 30 km/h zones, introduction of speed limitations, police enforcement).

• Implement specific measures to develop and facilitate cycling, shorten distances and increase safety, such as put into force within the local authority the priority for cyclists over private motorised traffic at relevant crossings; two-way cycling in one-way streets; mixed road pedestrians/cyclists and/or cyclists/public transport; permission to cycle in pedestrian areas, zones with limited access and no entry streets; anticipated traffic lights for cyclists; cycle paths next to busy roads, cycle lanes, contra-flow cycle lanes, cycle gaps in no-through roads, etc.

**DO NOT FORGET / WARNING**

Allow cycles in pedestrian zones to improve the attractiveness of cycling. Nevertheless, bicycles are “guests”, so a testing phase should be introduced first, with an accompanying awareness raising Campaign.

• Implement local regulations to increase the offer of parking facilities for cyclists (such as via the urban development plan).

• Where possible, convert on-street car parking into cycle parking.

• Provide special and attractive services, such as: bike renting (such as via e-cards); available bicycles free of charge at different points within the local authority; multi-purpose bicycle station; cycle lockers; cycle maintenance service; uphill bike tows; provision of public pumps and telephone booths for cyclists, bike anti-theft identification services, etc.

  See local practice: Koprivnica (HR) – City Bikes.
  See local practice: Rennes (FR) – Pro-Cycling Facilities and Public Bikes.

• Involve shopkeepers to offer free delivery of goods to cyclists.

• Create a “bicycle office” and/or appoint a municipal civil servant exclusively in charge of cycling issues to coordinate the local authority’s cycling policy and advocate more and safer solutions.

**Communicate, promote and raise awareness**

**DO NOT FORGET / WARNING**

Do not promote cycling until the local authority has implemented traffic-calming / living street measures or has a minimum of safe infrastructure facilities for cyclists.

• Regularly launch information and awareness raising Campaigns and advertising Campaigns in the media to promote cycling (for instance, directed at school children, companies and their employees, tourists, etc.) and to put forward the benefits of cycling (for health, for the environment, etc.). Safety, theft, air pollution, etc. are possible themes of action.

  See local practice: Odense (DK) – Good Examples for Improving the Daily Use of Bicycles.
Odense (DK), Denmark's National Cycle City, has launched many Campaigns aimed at making people sensitive and interested in the daily use of bicycles. As a result of the transport policy and bike promotion, the modal split has changed in favour of cycling: +50% cyclists from 1990 to 2000! “RIT – a Campaign in day-care institutions”, “Freewheeling – a Campaign for school children”, the "Bike to Work" national Campaign and “The Annual Bike Festival” are successful examples of cycling promotion Campaigns.

See local practice: Lausanne (CH) – Representatives for Pedestrians and Cyclists. In order to respond to user demand, promote non motorised transport and put favourable planning measures into place, Lausanne (CH) created two new positions within the municipality: one representative for pedestrians and one for cyclists in 1996 and 2000. They work with a support group and the various municipal departments concerned. They also serve as intermediaries between citizens and municipal authorities.

- Promote incentives that make car users experience the benefit of cycling.
- Organise training sessions on how to cycle in the city.
- Introduce a signposting system for the cycle network as it considerably increases the visibility of your cycling policy.

See local practice: Kiel (DE) – Veloroutes. In Kiel (DE), veloroutes are special signposted main connections within the 190 km long bicycle network. The special signposts with white signs and red letters correspond to everyday routes and those with green letters to leisure routes. Signs in form of tables are used at important junctions. The signposting not only supports orientation along the main routes but is also an important factor for image and awareness raising for cycling.

- Publish different documents such as maps of the cycle network with various information concerning the cycling policy, the services provided, etc.; information leaflets with the new realisations and measures, the last achievements in terms of traffic, etc.
- Organise events and contests to sensitise people (such as Cycle Week, European Mobility Week, etc.).
- Involve inhabitants in municipal activities related to cycling policy to better satisfy their needs and expectations (public participation process), such as in the preparation of a new action plan to develop cycling, in conducting studies, creating information and reflection groups for bicycles, establishing a public participation process per neighbourhood, etc.

Monitor and evaluate

- Monitor and evaluate the impact of your cycling policy, especially in terms of:
  — evolution of the modal split,
  — increase of the market share of cycling,
  — parking facilities for cyclists,
— safety (decrease in the number of accidents),
— relevance and efficiency of the services provided,
— reduction of noise, air pollution and energy consumption,
— public acceptance (opinion polls).

• Use a quality management tool for the evaluation of your local cycling policy.

Develop, adapt and refine

• On the basis of the results obtained:
  — set new objectives, especially in terms of the market share of cycling,
  — plan improvements in the existing network (permanent improvement process) but also extend it when possible (continuity, interconnection, safety, comfort, signs, etc.),
  — define common strategies and measures for cycling and public transport,
  — address home-to-work trips,
  — create new services and launch new information and awareness raising Campaigns to reinforce the attractivity of cycling.

7.4 Walking & pedestrians

Introduction to the subject
Everyone walks! To make this common action safer, convenient and pleasant, a careful walking policy should be implemented in every city. The benefits of walking are well known and not only related to health or environmental issues, but also to the creation of vibrant street life. Here are some recommendations that can help achieve accessible, convenient, safe and enjoyable walking environments for everyone.

Plan and organise
• Seek integration with land-use planning and policies for education, health and the environment. Pedestrianisation is to become a priority in every city, since its benefits are always widely appreciated and enjoyed at all levels.

Promoting Sustainable Mobility… includes walking and cycling in our city centres.
• Let policy, funding and guidance of the municipality reflect the higher priority attached to walking. Everyone in the city is a pedestrian; therefore, local targets to encourage walking - including budgetary measures - should be set.
• Creating well adapted communities for pedestrians starts with the very nature of the built environment, including: keeping destinations close to each other, sitting schools, parks and public spaces appropriately, allowing for mixed-use, and creating commercial districts people can access by foot and wheelchair.
• Where new developments are expected to generate many travels, they should be placed in existing centres so they are accessible by walking. They should be planned with a mixture of uses that have easy pedestrian access to each other.

Promoting Sustainable Mobility… includes giving priority to pedestrians.

• Retain existing facilities in neighbourhood centres as much as possible, so that they are within walking distance of people’s homes.
• The creation of a well-connected pedestrian zone in downtown areas, in which strolling and shopping represent the most important options, is highly recommended. It must be designed without barriers for the disabled.
  See local practice: Larissa (GR) – Pedestrian Network – and Terrassa (ES) – Comprehensive Pedestrian Plan –, where the Pedestrian Plans and their corresponding measures to build pedestrian networks have totally transformed the city centres and improved citizens’ quality of life.
• The linked pedestrian networks have to be of high quality with easy, safe, convenient and well signposted paths for all users, including the disabled, particularly between key destinations such as residential areas, schools, shopping areas bus stops, stations, and places of work.
• Consider the establishment of walking-friendly employer initiatives and “walking to school” programmes as part of the town’s travel plan.
• Almost all transport chains contain at least a short walk; therefore, integrate walking with other modes (such as cycling and/or public transport) as part of every journey.
• Involve pedestrian organisations and neighbourhood associations in all planning processes for pedestrianisation.
• Local authorities should keep informed of the latest developments in pedestrian technologies, such as accessibility materials and aids for the disabled or mathematical modelling of pedestrian flows.
Fit out, take measures and actions

- Organise well the distribution of the roadway between cars, public transport, cyclists and pedestrians, considering as often as possible pedestrians and cyclists as main actors.
- Adopt standardisation so that pavements and footways are convenient, well designed, and soundly built for pedestrians.
- The pedestrian network should be easily recognisable; coloured pavement and specific pedestrian signs, indicating pedestrian routes and times to reach the main places of interest in the city ought to be considered. Likewise, neighbourhood identification through specific colours or materials, welcome signs and other details can enhance the walking environment and sense of community.
- When main routes include crossing busy, high-speed highways, railroad tracks or natural barriers, the construction of pedestrian overpasses and underpasses allowing uninterrupted flow of pedestrian movement, separated from the vehicle traffic, should be considered. However, in the case of city roads, convenient surface crossing (i.e. including appropriate measures) should be preferred over underpasses or overpasses, which are expensive and might discourage some pedestrians from walking.
- Landscaping in medians, although convenient for creating attractive environments, should not obstruct visibility between pedestrians and approaching motorists.
- To prevent accidents at intersections, kerb radius reduction might be considered in some cases, since it reduces overall crossing distance and reduces the time needed for the pedestrian phase.
- Consider the use of tools such as kerb extensions, chokers, crossing islands, chicanes, mini-circles, speed humps and tables, raised intersections and pedestrian crossings, gateways, serpentine designs, purely residential areas, landscaping and specific paving treatments to make walking safer and more attractive to citizens.
- Consider electronic devices to enhance traffic signals, such as automatic pedestrian detectors and countdown signals providing pedestrians with information about the time remaining in a crossing interval.
- Give full consideration to access for people with disabilities at all levels. Measures to reduce architectural barriers must be included in all street and road construction and reconstruction schemes. Networks of barrier-free streets and roads should be continually extended, starting with the inner city towards outlying districts.

See local practice: Olomouc (CZ) – Accessible Olomouc.
See local practice: Koprivnica (CR) – Continuous Reduction of Architectural Barriers.

- Disruption and inconvenience to pedestrians during pavement works should be minimised as much as possible, and special attention should be paid to using high quality materials and appropriate design, which can greatly improve pavements and reduce the maintenance required. This management can be implemented by coordinating the follow-up of the different works and trying to combine them.
- To ensure an adequate maintenance of pavements during their entire lifetime, warranty systems – in which the company that contracts the pavement works pays a sufficient deposit to cover any costs incurred due to maintenance of the pavement - may be considered.
- Contemplate the construction of pedestrian (& cycling) routes that encircle the city and link surrounding areas. The loop could connect to the city centre by means of green areas, thus acting as a link between currently separated open spaces, parks and sporting areas, a truly structured system for both the city and its outlying community areas.
- Where cyclists share the route with pedestrians, it is important that bike users not intimidate walkers, especially people with sensory impairments, the elderly and parents with young children. Segregated facilities not only benefit pedestrians, but can also be advantageous for cyclists in that pedestrians do not impede their passage. Cycle paths should ideally be separated from footpaths by a difference in level or a physical barrier.
Pedestrianisation can boost an area’s commercial activity.

- Specific areas may be closed to vehicle traffic by means of automatic bollard systems or remote control devices aimed at preventing access by unauthorised vehicles. Taxis, residents and emergency services may be given a specific identification card to access and park in the area. Access may also be allowed to special bus services taking passengers from the city outskirts to the pedestrian areas.
- Transform the shopping streets in the town centre into a pedestrian network on weekends, with some entry points left to allow local residents access to the town centre with their cars. The same measure can be implemented at school entrances during school rush hours.

See local practice: Le Mans (FR) – Pedestrian Saturdays –, where every Saturday afternoon, from 1 p.m. to 7 p.m., the shopping streets in the town centre are closed to motorised traffic.

- Convert unused lots in the city outskirts into public car parks. The car parks should be free of charge and allow drivers to park and either walk to the city centre or go by public transport.
- At crossroads, reduce waiting times for pedestrians where possible. Pedestrians are likely to ignore red lights when waiting times are too long. Therefore, measures such as favouring higher frequency of pedestrian phases, reducing the crossing distance, increasing the distance between the traffic stop line and the crossing, or implementing mathematical multimodal crossroads models should be considered.
- During hours of darkness, adequate lighting, mixed use developments and appropriate urban design (i.e. avoiding the construction of alleys and blind corners) will surely encourage a greater number of night-time pedestrians.

Good street lighting design is important for creating safe and enjoyable urban environments at night.

- Adequate design and conditions of bus stops – especially lighting - would also help encourage people to walk and use public transport rather than drive. Close-circuit television can also be effective.
- In areas of high pedestrian activity, promote the implementation of low-speed zones, the reallocation of road space to pedestrians, and other traffic-calming measures. Consider also increased prosecution of excessive speed, dangerous driving, illegal manoeuvres, footway parking and drunk driving.
- Ban pavement parking so that it does not affect accessibility and pavement quality.
• Promote pedestrian-based businesses and cultural activities.
• Implement a system for accompanying children on their way to school in some neighbourhoods, with the help of volunteer parents with identification badges. This “walking bus” scheme can operate thanks to a voluntary parental collaboration with organisational and logistic support from the local authorities (see also the Mobility Management training manual and the School Travel Plans training manual especially).

Communicate, promote and raise awareness

• Increasing walking requires a comprehensive approach that includes long-term awareness raising and educational Campaigns directed at the general public, politicians and opinion leaders right from the first steps of the process.
• Promotion should be undertaken to change existing attitudes to walking and to publicise new and existing facilities. Shopkeepers, neighbours, parents, pupils, and all public path users should be aware of the measures adopted to promote the development of a more sustainable urban mobility by means of Campaigns closely tailored to the target audience.
• Launch publicity Campaigns to inform the public about the health, environmental and economic benefits of walking. The programmes should be highly visible and covered by all available means of communication.
• Information leaflets, including journey times by foot, initial walking network and proposed extensions, can be created and distributed to the public. 

See local practice: Poitiers (FR) – Information Leaflets – where information leaflets and pocket maps, with journey times and lists of the personal and environmental benefits of soft modes of transport, have been published.
• Permanent information boards can be installed to provide the population with information about the specific measures and regulations adopted that will affect pedestrians.
• Pay special attention to improving awareness between pedestrians and other road users to help create a safer and less intimidating environment for pedestrians. Integrate measures such as Campaigns on the behaviour of different road users at crosswalks or cycle & pedestrian trails as part of the local policy.

Pedestrianisation and street design can help create vibrant urban environments.

• Promote walking for recreational purposes linked to travel awareness Campaigns aimed at encouraging walking and cycling - and thus to reduce car use – as alternative modes of transport. 

See local practice: Maribor (SI) – Guidelines for the Development of the Municipal Transport Policy, where inhabitants and pedestrian organisations should be involved as much as possible in municipal transport and pedestrian policy and in all pedestrian-related activities (events, Campaïïns, contests, conferences, etc.).

• In schools, pupils can be asked to produce leaflets for children and parents about the benefits of walking to school. It can be a good example of involving the target audience in promotional work.
Monitor and evaluate

- The local policy makers should always monitor the effectiveness of the measures implemented. The monitoring will include:
  - evolution of modal split,
  - assessment of the length of pedestrian routes that have been audited,
  - previous and post-pedestrian route improvement surveys,
  - number of pedestrian-friendly crossings provided,
  - accessibility achievements,
  - safety improvement,
  - reduction of congestion and pollution.
- Organise meetings with pedestrian groups, other organisations and the wider community aimed at monitoring measurements of accessibility to public roads and paths, public spaces and buildings, discussing results and suggesting improvements. Local people must have the opportunity to raise issues and identify problems.
- Safety, environmental and structural maintenance standards on pedestrian paths ought to be reviewed and monitored constantly, including lighting and winter maintenance (including salting and snow clearing arrangements).
- “Encouraging walking: advice to local authorities” (Department of the Environment, Transport and the Regions, UK, 2000) recommends the “5 Cs” checklist to assess the overall quality of the existing environment for walking: “The local walking environment should be well Connected (walking networks giving good access to key destinations), Comfortable (in terms of footway width, walking surfaces and planning for disabled people), Convenient (easy, safe and no-delay street crossing), Convivial (interesting, clean and free from threat routes) and Conspicuous (walking routes clearly signposted and published in local maps).

Develop, adapt and refine

- Analyse all results of and conclusions from previous experience and take them into account for the planning and development of new projects to improve pedestrian facilities.
- As a result of the monitoring process, constantly improve the design and implementation of future measures and adaptations and obtain the maximum benefit from their expenditure.
- Set new objectives in terms of market share of pedestrians and extension of pedestrian networks.
8. ORGANISATION OF AN AWARENESS RAISING EVENT (MOBILITY WEEK)

Introduction to the subject
The long experience with Campaigns, such as the European “In town without my car!” Campaign or the European Mobility Week, along with the experience with mobility centres, show us that advice and Campaigns on sustainable mobility issues can be an important aspect of an integrated urban transport policy. Mobility advice services and Campaigns are a combination of three factors:

- traditional Campaigns with targeted and persuasive communication using different media and developed around information and motivational aspects,
- "dialogue marketing" techniques, image or brand building, social & cultural events and educational programmes using a detailed break down of types of different users and target groups combined with counselling and personal advice,
- specific hardware or traffic organisation measures with and in the interest of the public. These measures can be first tested and presented as an experiment and later permanently applied.

Plan and organise

- It is good to start a Campaign out of concern for global or general problems, such as climate change or air quality. Contributing to solving these problems can be the broad objective of your Campaign. However, to communicate and promote your ideas and actually raise awareness, it is crucial to bring the objectives closer to the daily concerns of the Campaign’s target group to make sure they feel addressed and link the message of the Campaign with their own needs.
- A baseline to every mobility Campaign and advice is the lowering of the thresholds to the use of the preferred transport mode. People can feel thresholds concerning budget, safety, comfort, punctuality and accessibility. The information given in a mobility centre breaks down a barrier to the use of, for instance, public transport. In addition, the “cycling bus” has to be seen in this regard. By organising children’s trips to school in a more centralised and safe (!) way, you make it easier for parents to let their children cycle.
- A legitimate legal basis for the Campaign is important. Make sure that the measures implemented are democratically passed in the city council.
- Cities should carefully consider the arguments for and against outsourcing the Campaign or advice service in whole or part. Either way, the city should remain visibly committed. Take the time needed to go through a tender process for selecting the communication agency into account in your schedule.
- From the start, politicians, media, and local organisations should be involved in the development of the Campaign. For a mobility centre, public transport authorities and operators are the most important partners.
- To be able to evaluate the impact of your Campaign, quantitative and qualitative targets need to be set already in the planning phase, such as about modal shift. This is also true for a mobility centre. Targets are set for the number of people and organisations that need advice and for their appreciation of the services rendered.
• A public awareness Campaign can focus on the preparation of a measure. Preparatory methods can be public involvement meetings, mobility forums, demonstration of limited car access schemes in preparation of permanent implementation, etc. These kinds of activities provide a good assessment of public opinion. Along with an early involvement of the media, they can pave the way for citizen ownership of permanent mobility measures.

• Define the target group in an early stage of the planning process. Use the multiplication principle as much as possible: it is easier to contact one school than 1,500 children directly.

**DO NOT FORGET / WARNING**

*Think multi-modally from the start. Campaigns focused on the promotion of one transport mode will affect the use of other transport modes.*

• A timeline indicating key events is necessary. It is obvious that the weather can be decisive in the success of a Campaign. Think about alternative solutions when planning the date of big outdoor events.

• In general, mobility management Campaigns can consist of “push” (vinegar, stick) measures and “pull” (honey, carrot) measures. Most cities choose for a positive message and thus for “pull” Campaigns. It is recommendable to add carefully chosen “push” measures (such as enforcement of limited car access areas, parking restrictions at school entrances). It is clear that, along with “push” measures, sufficient means must be available to allow people to use an alternative transport mode (such as more buses, a bike rental system). Another “pull” or “carrot” measure is the possibility of rewarding people after they have “done the right thing”. These rewards can have many forms [be registered on a (published) list of participants, discounts in shops]. A similar methodology is challenging individuals or groups to reach a certain goal (such as leaving your car at home on Thursdays) or to involve them in a game or a contest (such as a lottery). In this case, only the best or the luckiest are rewarded, not everyone. Some target groups do not like this.

• A very successful way of promoting sustainable transport is to spice up and add value to existing ways of going to work or to school. A good example is the “walking bus”. Probably, a lot of children walk to school together now and then. The “walking bus” concept gives a new name to something existing. It makes children want to be part of it. Another example is home-to-work car pooling. Some people drive to and back together. In adding value (car-pool matching, dedicated car park spaces, extra driver’s insurance) other people are aware of the possibility and might join in. And car-pool veterans are rewarded as well.

• Look for a brilliant idea that does not cost much!

**See local practice:** Ljubljana (SI): Living Street Day – The City participates in sustainable urban mobility Campaigns such as the “In town without my car!” Campaign and the “Safe Walk to School” programme. During the Car Free Day (every year), flowerpots are put on a total of 300 parking spaces (approx. 10% of all city centre parking spaces) from 8 a.m. until 6 p.m.
The organisation of a mobility advice centre is mainly planned as a company: most of the Mobility Centres in Europe have a business plan, a board of managers and clear budget targets.

**Fit out, take measures and actions**

- Sustainable mobility policy is a mix of the “4 Es”: Engineering, Education, Encouragement and Enforcement. It is clear that in local Campaigns and mobility management schemes, education and encouragement are emphasised. However, educational and promotional actions lead to nothing if not backed by complementary and permanent hardware measures in the field of infrastructure or transport equipment. State-of-the-art, comfortable public transport vehicles, roads, sidewalks, bicycle lanes and public domain furniture can demonstrate that public services are serious about promoting a new mobility culture.

**DO NOT FORGET / WARNING**

*The Campaign will not be a success unless there is a link with visible permanent measures and an involvement of the organising authority on this aspect.*

- Most local Campaigns are part of a regional, national or even European framework. The other governance levels can offer a lot of opportunities and support (in forms of financial contribution, shared expertise) for local Campaigns. The Campaigner should be informed about the occurrence of these opportunities. The Campaigner should also examine the possible synergies with other ongoing Campaigns or action days (for instance, heritage days: use public transport to visit cultural heritage).

- The Campaign’s and mobility centre’s budget has to be balanced. Financial contributions can be made by different authorities that are involved, and/or by sponsorship. Financial contribution to the Campaigning budget is the most obvious, but not the only way partners in the Campaign can contribute. Other ways of contributing can be voluntary manpower, discounts, free use of equipment. If necessary, the commitment of partners contributing “in kind” can also be formally noted or be the subject of a contract, i.e. cheap access to the public transport network for a week. This could be partly financed by the competent authorities (which increase the subsidy to the public transport operators for these days, the public transport operators themselves with the acceptance of low or no profit during these days) and the public who pays a cheap(er) fare.

- The effective organisation of a Campaign and mobility centre requires a well-structured network. Each partner of the Campaign should appoint one contact person. Most Campaigns are run with a centralised structure, where the Campaigning secretariat dispatches to the different partners. If people have questions about the Campaign, they must be directed to one desk.

- People like gadgets. Participants in mobility management schemes appreciate the fact that the extra transport equipment is available at low or no cost and in sufficient (abundant) amounts. Extra transport equipment can enhance the image and comfort of a transport mode (free trial of bicycle trailers, antitheft bicycle racks, etc.). It can also add to the safety of a transport mode (reflecting material, bicycle helmets, etc.).

- A high-quality corporate style that can be used for several years reduces costs in the long term.

**DO NOT FORGET / WARNING**

*Find a catchy name and slogan for the Campaign.*
Although Campaigns and mobility advice services start from an enthusiastic feeling about sustainable transport modes, please give objective information (such as time charts per mode). People like short, simple and personalised information. It is better to print three targeted leaflets than one complex brochure. See local practice: Karlstad (SE) - Sustainable Travel to the University. The University is expanding and faced with too many car commuters. Measures taken were pre-trip information packages and a free ticket offer for new students. Personal travel advice is given twice a year to students and staff at a temporary mobility office.

Communicate, promote and raise awareness

The consultation and involvement of relevant stakeholders is necessary to have positive exposure of the Campaign. Their (lack of) support can make (or break) the success of the Campaign. A small but strong, vocal group of opponents can send the Campaign into a downward spiral. Put enough effort into consulting and informing these groups and try to create win-win activities in the Campaign's programme. Local organisations should be involved. Schools are also important partners in creating a win-win situation. It is productive to set up links between schools’ educational objectives (often part of their legally required work programme) and the Campaign's objectives and targets. As mentioned before, it is easier and more effective for Campaigners to teach the teachers than to teach the children.

The European Mobility Week (EMW) methodology describes four types of partner organisations:

- NGOs and associations,
- Transport companies and authorities,
- Businesses,
- Other partners.

These partners are involved in different type of events during the EMW, in particular:

- Public Transport,
- Cycling,
- Living Streets (Walking),
- Mobility Management
- Responsible Car Use, Car Sharing, Car Pooling, Parking,
- Leisure and Shopping,
- Mobility & Health
- Greenways
- Involvement of citizens in the implementation of a measure.

See local practice: Nantes (FR) – Balad’air. The city of Nantes is a French pioneer in environment and air quality management. Balad’air is a guided educational walk through the heart of Nantes that illustrates the effects of atmospheric pollution on the urban environment.
• Campaigners must examine the complementary use of the media. Accurate knowledge of the local media (target groups, readership, the editor’s position towards the Campaign) is important. Information media within the partner organisations are a useful communication tool as well. Do not forget the most classic form of communication with media: a press conference. The message communicated to and through the media should be interesting in terms of image, but also in terms of education (i.e. presentation of relevant key figures and data on pollution, energy consumption or modal split). During the events, on-the-spot information (such as mobile information stand) must be available. Not everybody visiting the site of the event knows what is going on. A dedicated website or intranet site is a must.

See local practice: Geneva (CH) – Communication strategy for the 2002 European Mobility Week: partnership with a local newspaper, a local radio station and a local TV channel, a newsletter distributed to 250,000 households, and a mobile information stand made it possible to establish a dialogue with the local population. To cover the whole population, three press conferences at various levels were organised.

• The guaranteed participation of city officials is a necessary and efficient communication message. This is also good for the monitoring and evaluation of the activities. The civil servant responsible for the Campaign (being near to this target group) gets direct feedback from his colleagues.

Monitor and evaluate

• A thorough evaluation is only useful when there is a follow-up to the Campaign or a long-term basis for the mobility centre.

• When the Campaigner or the mobility centre has set clear quantifiable targets at the start of the planning process, monitoring and evaluation will be easier to realise. Focus on the target group addressed in the Campaign. Do not forget to evaluate qualitative aspects of the Campaign as well. Before collecting your own evaluation data, think about easily accessible data collected in other ways (number of public transport trips, traffic counters, feedback from the media). Before organising a survey, think about other ways to get information. There are several levels of evaluation. How many people know of the Campaign? How do people feel about the Campaign? How many people joined in the activities?

• Save some time and energy to talk to volunteers in the Campaign or desk officers in the mobility centres. The people in the front line are very acutely aware of the general feeling surrounding a Campaign or the centre. The information they can deliver about the practical arrangements is very valuable.

• Also try to register positive and negative fall out: local measures have sometimes a large-scale impact.
Develop, adapt and refine

- A Campaign is always part of a larger process and policy. Do not start something without knowing about the possibility of having a continuation in the weeks, months or years following the Campaign. The partners must be involved during the follow-up of the events. The Campaign must result in new commitments for permanent, visible mobility measures. Partners, volunteers and members of the target group will be fairly disappointed when the event they all worked hard for dissolves into the inertia of the city authority.
- A good Campaigning and mobility centre concept can be exported to neighbouring cities or areas or other organisations. This can strengthen the Campaign.
- After a successful experience, widen the scope and/or the size of the Campaign. Use the benefits of low marginal costs: how much would an additional day of Campaigning cost? Does the cost of organising one car free day a year differ substantially from organising it twice?

For more detailed information and experience on the organisation of an awareness raising event (mobility week) see Annex D, E, F & G.
9. EXERCISES

9.1 Evaluate your awareness raising and communication Campaign

You intend to organise an awareness raising and communication Campaign (e.g. a mobility week). Draft your evaluation form so that you can measure the impact of your Campaign.

Useful hints: Transport solutions can be evaluated in various ways and it is up to the local authority to decide exactly what they would like to assess. According to our point of view, the following elements are interesting to assess:

- **Awareness**: Measuring the target audience’s awareness of mobility management actions launched during the mobility week
- **Attitudes**: Measuring the degree to which the target audience supports the mobility week and its activities
- **Participation**: Measuring the amount of people that participate in the mobility week
- **Satisfaction**: Measuring the degree to which the people are satisfied with the measures undertaken
- **Use**: Measuring the degree to which the target audience has changed their travel patterns after the mobility week
- **Impacts**: Measuring the degree to which the mobility week has a beneficial impact on congestion, air pollution, traffic accidents, energy consumption, etc. Environmental impacts of transport need to be assessed.

9.2 Involve local & regional partners

You intend to organise an awareness raising and communication Campaign (e.g. a mobility week). List the main local and regional partners you should involve to make the Campaign a success.

9.3 Measure the impact of your activities towards the general public

One of the most useful things we can measure when organising an awareness raising and communication Campaign such as a mobility week is the public reaction to the activities carried out. Running an opinion poll at your awareness raising and communication Campaign is not difficult, if you use a model questionnaire and follow few guidelines.

Draft your own model questionnaire in order to measure the degree to which the general public is satisfied with the Campaign (at different levels such as participation in the events organised, satisfaction with the measures undertaken, etc.).
10. REFERENCES AND RESOURCES FOR MORE INFORMATION

TAPESTRY and Department for Transport (GB), Making Campaigning for Smarter Choices Work, Guidelines for Local Authorities, May 2005, 70 pages

COMPETENCE (EIE-STEER project), Mobility Management and Travel Awareness, Handbook, 2005, 62 pages

TREATISE (EIE-STEER project), Eco driving – The smart driving style, Handbook, 2005, 30 pages

SMILE (LIFE-Environment project), Sustainable mobility for all! – How to reflect the needs of special groups in local policies to encourage sustainable mobility, 2004, 45 pages

SMILE (LIFE-Environment project), Public transport – A pillar for sustainable mobility, 2004, 18 pages


European Mobility Week (EMW), European Handbook for Local Authorities, Advice and useful information for the organisation of the EMW, 2005, 35 pages

European Mobility Week (EMW), Impact assessment brochure, 2005, 4 pages

European Mobility Week (EMW), Evaluation form for local authorities, 2005

European Mobility Week (EMW), Opinion poll model questionnaire, 2 pages

EMOTIONS Photo CD

PORTAL Photo CD

IMPACT – Information packages for energy-efficient mobility – Demonstration project, final report, 1998
The contents of the glossary are taken from the projects MOMENTUM\textsuperscript{9} / MOSAIC\textsuperscript{10} and ADONIS.

**Attitudes:** a more or less stable set or disposition of opinion, interest, or purpose, involving expectancy of a certain kind of experience, and readiness with an appropriate response.

**Awareness:** mere experience of an object or idea; sometimes equivalent to consciousness

**Behaviour:** the total response, motor and glandular, which an organism makes to any situation with which it is faced.

**Campaign:** a series of planned activities with a particular social, commercial or political aim. To promote a particular product or event to occur.

**Demand orientation:** the focus for all measures within Mobility Management are individual mobility needs, i.e. the demand for travel to reach spatially separated places. Because Mobility Management tries to influence pre-trip mode choice, the resultant Mobility Services target certain groups or trip purposes.

**MET:** Monitoring and Evaluation Toolkit

**MM:** Mobility Management

**Mobility Centre:** the operating unit for Mobility Services on an urban/regional level. Characterised by a multi-modal approach and public access by various means. Can be implemented in various forms and sizes.

**Mobility Management Scheme:** a project or (comprehensive) programme of Mobility Management for a certain region, city, quarter or site. Usually goes through a number of iterations. Through a MM scheme, a number of Mobility Services are introduced.

**Mobility Office:** the operating unit for Mobility Services at the site level. Characterised by a multi-modal approach and access only for site users. Can be implemented in various forms and sizes.

**Mobility Plan:** comprehensive document that indicates how to implement a Mobility Management Scheme for a specific site. The most common instrument for site Mobility Management. In general, can specify all measures that help to reduce motorised vehicle trips to and from the site. Should also be conceivable as a plan for a quarter of a city or for a certain target group.

**Mode Choice:** road users’ selection of different modes of transport.

**Motivation:** term employed generally for the phenomena involving movement, energy and motive force. First there is the notion of movement – essentially to do with behaviour. Second, motivation embodies the idea of energy, implying direction or focus. Together, these two components comprise the concept of motive force – to get up and do something. We are motivated to do some things but not others because of the benefits which this will bring to us.

\textsuperscript{9} Mobility management for the urban environment
\textsuperscript{10} Mobility Strategy Applications In the Community
Perception: the process of becoming immediately aware of something.

Site: the place where a specific traffic generator is located, for example a company, administration, school, hospital, shopping centre, stadium, or event.
12. ANNEXES

Annex A - SMILE (LIFE-Environment project), Sustainable mobility for all! – How to reflect the needs of special groups in local policies to encourage sustainable mobility, 2004, 45 pages

Annex B - TREATISE (EIE-STEER project), Eco driving – The smart driving style, Handbook, 2005, 30 pages

Annex C - SMILE (LIFE-Environment project), Public transport – A pillar for sustainable mobility, 2004, 18 pages

Annex D - European Mobility Week (EMW), European Handbook for Local Authorities, Advice and useful information for the organisation of the EMW, 2005, 35 pages

Annex E - European Mobility Week (EMW), Impact assessment brochure, 2005, 4 pages

Annex F - European Mobility Week (EMW), Evaluation form for local authorities, 2005

Annex G - European Mobility Week (EMW), Opinion poll model questionnaire, 2 pages