



Reinventing Transport in Cities: 2008-2012

5. Now, what about your city?

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VI. Now, what about your city?

What are the odds that you can solve your transport/environment/economic problems within your existing policy frame?

Close to nil!

So you have to think about . . .

Reinventing transport in your city.

No less!

Here's one approach for you to think about:



The New Mobility/Climate Emergency Program

Accepting the Clinton Challenge?



1. Take as your starting point the high sense of urgency. . . those tough Clinton CO2 targets – and the highly rigorous time frame they set for action!

--It changes everything!

2. Decide if you are ready to move ahead on this challenge now. (*Or will instead wait for the future to overtake you.*)

-- If so don't worry, you won't be alone.

Now what?



1. Bear in mind: This changes everything! Therefore you have to . . .
2. Reexamine all policies & practices from this exact new perspective
3. The great thing about it is that it gets thorough-going transport reform off the back burner (At long last!)
4. You will need to create and empower a unified “new mobility” consortium that brings into the same broad operations, planning, decision, financing framework, all key actors covering the target area (roads, transit, etc., public, private, etc.)
5. Carry out a mobility audit to identify: (a) car/traffic reductions strategies + (b) key supply enhancements – in cooperation with full range of concerned interests
6. Set clear performance targets – based on audits of present traffic, emissions and/or other key indicators
7. All while not forgetting Jane Jacobs: Our goal is not to provide cars and not even transport – it is cities and ordinary people like you and me in our daily lives.

And now you are ready get to work.

The no-choice two-prong strategy!



1. Number motor vehicles on the roads have to come down:
 - Significantly reduce number of vehicles (SOVs) in traffic stream
 - Free road space for more efficient users
 - Rationalize parking supply
 - Lower speeds of cars and trucks

2. Range, supply and quality of car-alternatives have to go up:
 - Increase range, supply and quality of non-car services
 - Place stress on low-CO2, high space-efficiency
 - Create “seamless” access & information system
 - Make it sexier than sitting in your own car in traffic

Reality check:



You must understand that . . .

- A. There is **NO OTHER WAY** to get this job done
- B. You can never achieve 1 (getting a lot of the cars off the streets) . . . without 2
- C. And you cannot achieve 2 (more high quality mobility options) . . . without 1

How easy is this going to be?



1. There is nothing that is easy or automatic about reinventing transport in a city.
2. The basic underlying two-step strategy (see above) is 100% unambiguous
3. Your goal is to uncover and implement a very large number of what we call “percent solutions” -- none of them all that large in themselves but when pieced together they can start to make that big difference your city needs.
4. There will be a lot of hard thinking, work and consultation on the front end.
5. You will inevitably run into problems, and these have to be faced and solved.
6. This means you will need put into place a good early warning system that allows accurate and fast day by day monitoring of performance and results.
7. There must be a significant and broad base of support for both the individual lead projects and the overall program objectives.
8. Outreach is critical – and not only to friends of your concepts. Everybody!
9. You have to be prepared for the long slog – even if you have and are able to meet your short term objectives (as you surely will).
10. If you do not have strong leadership and commitment, it is not going to work.

Ten steps to a New Mobility/Climate program



- Step 1. Assure first that you have mayor and city council firmly behind you
- Step 2. Seek out, bring in and link to all the people and groups in the city and region who can contribute – public, private, volunteer sector (see Outreach below)
- Step 3. Identify then mobilize your new mobility majority -- and put it to work in your city.
- Step 4. Decide on global performance targets and schedule (example: 20% reduction in 20 months)
- Step 5. Identify all useful on-going or planned measures, tools, programs and projects to integrate into global policy frame
- Step 6. Review these against full inventory of all available measures, tools and approaches -- and then fill out as resources and requirements dictate
- Step 7. Select from this list a limited number of high profile, relatively low cost near term projects which you will use to focus attention and lead the way in the pattern-break
- Step 9. Working all together, form up the final program that actively reflects your combined interests and visions, and mobilizes all partners for success.
- Step 10. Execute – and post performance and results publicly as you go along (no hiding allowed, all performance benchmarks and tests should be open and independently verifiable)



Technical virtuosity is critical

The considerable systemic complexity and sheer newness of this approach requires real competences in a good number of critical areas. Here are some of them.

- Traffic engineering
- City planning
- Modeling and simulations
- Road construction & maintenance
- Traffic signals and control
- Signage
- Policing and enforcement
- Public space and parks
- Public transport
- New mobility modes
- Legislation
- Economics
- Finance
- Taxation
- Budgeting
- Public safety
- Public health
- Entrepreneurship
- Business development
- Neighborhood organization
- Ability to work with local groups
- Organizational dynamics
- Behavioral psychology
- Sociology
- Special events organization
- Education
- Communications
- Negotiation
- Politics
- Leadership

Find some quick successes to mark the way?



1. See if you can come up with a first round of quick high visibility “pattern-break” successes that can give confidence and show the way
(See following pages and listing for some first ideas on this)
2. There is a solid international track record of success with these measures -- so be confident that it can be done
3. Consider the Paris example with their five high visibility lead projects . . .
4. While bearing in mind that there are a fair number of other cities around the world that are leading the way in our sector, and it is useful to learn from their good examples.



The first 239 available measures from New Mobility toolkit

[20/20 city strategies](#) * [30 kph zones](#) * [50 kph zones](#) * [Active travel directions](#) * [Activity nodes/clustering](#) * [Alternating odd/even license plates](#) * [Alternative engines](#) * [Alternative fuels](#) * [Award & prize programs](#) * [Barriers to change](#) * [Behavior Change](#) * [Bicycle university](#) * [Bike and skate "masses"](#) * [Bike and Walk Summit](#) * [Bike delivery services](#) * [Bike/transit interface](#) * [Bus corridors and lanes](#) * [Bus Rapid Transit \(BRT\)](#) * [Car Clubs](#) * [Car control strategies](#) * [Car exit strategies](#) * [Car Free Days](#) * [Car pools](#) * [Car Restricted Zones](#) * [Carfree Cities](#) * [Carfree housing](#) * [Car-like mobility \(implications\)](#) * [Car rental](#) * [Carsharing](#) * [Change Management](#) * [Children's and school programs](#) * [Citizen activism and dialogue](#) * [City cycle programs \(shared use\)](#) * [Clean vehicles and fuels](#) * [Clear Zones](#) * [Co-housing](#) * [Community Street Audit](#) * [Community Transportation](#) * [Commuting alternatives](#) * [Company mobility management](#) * [Congestion charging](#) * [Contingency Planning](#) * [Critical Mass](#) * [CURBBBB](#) * [Cycle paths and lanes](#) * [Cycle parking](#) * [Cycling access and support](#) * [Delivering the goods](#) * [Delivery hours](#) * [Demand management](#) * [Demand-responsive transport \(DRT\)](#) * [Distance work](#) * [Downtown revitalization support](#) * [Driver license exit strategies](#) * [Driver training](#) * [Dynamic transit systems](#) * [Economic instruments](#) * [Electric or ecological vehicles \(??\)](#) * [Employer transport programs](#) * [Ethics vs. rules on the street](#) * [EV charge stations](#) * [e-Work](#) * [Fair Transport labeling](#) * [Flexible hours](#) * [Flextime](#) * [Free public cycles](#) * [Free public transport](#) * [Freight bicycle](#) * [Freight transport](#) * [Freight consolidation zones](#) * [Funding sustainable transport](#) * [Goods delivery innovation](#) * [Goods movement and delivery](#) * [Green maps](#) * [Green modes](#) * [Green streets](#) * [Green wave](#) * [Group taxis](#) * [Handicapped transport](#) * [Health and Fitness](#) * [Hitch-hiking \(Organized and other\)](#) * [Home delivery services](#) * [Home zones](#) * [HOV strategies](#) * [Human powered transport](#) * [Inclusive transport](#) * [Innovations in Integrated Transport and Land-use Planning](#) * [Intercept parking](#) * [Integrated ticketing](#) * [Intermodality](#) * [International institutions \(how to use\)](#) * [International peer support](#) * [Jitneys](#) * [Land use/New Mobility interfaces](#) * [Land value tax](#) * [Lane Diets](#) * [Leading by Example](#) * [Living streets](#) * [Loading and unloading](#) * [Local Agenda 21](#) * [Locational efficiency](#) * [Lost/distressed children measures](#) * [Low car diet](#) * [Low-occupancy vehicle \(LOV\) strategies](#) * [Low speed projects](#) * [M2W controls](#) * [Media, film, audio, webcasting](#) * [Metros and New Mobility](#) * [Minibus](#) * [Mixed-use development](#) * [Mobil telephony interface](#) * [Mobility centers](#) * [Mobility management/centers](#) * [Mondermans](#) * [Motorized two-wheelers](#) * [Movement substitutes](#) * [Multifunctional areas](#) * [Multi-Modal Access Guides](#) * [Neighborhood initiatives](#) * [Neighborhood streets](#) * [New Mobility "Star" program \(NMA strategies for small towns\)](#) * [New Mobility strategies](#) * [New Urbanism: Clustered, Mixed-Use, Multi-Modal Neighborhood Design](#) * [Noise reduction measures](#) * [Non-motorized transport](#) * [Not going there \(the options\)](#) * [Obesity strategies](#) * [Obesity/Mobility Summit](#) * [Odd/even entry schemes](#) * [On-line skating](#) * [Paid Parking](#) * [Paratransit](#) * [Park + Ride](#) * [Parking management](#) * [Parking strategies](#) * [Pedestrian-friendly streets and roads](#) * [Pedestrianization](#) * [Pedicabs](#) * [Pico y placa](#) * [Play streets](#) * [Pots and paint](#) * [Private sector initiatives](#) * [Propinquity \(as policy\)](#) * [Public Awareness](#) * [Public participation](#) * [Public spaces projects](#) * [Public transport should be free](#) * [Public/private partnerships](#) * [Rail transit \(where it fits in\)](#) * [Real time travel information](#) * [Reduce traffic controls/signals](#) * [Residential parking](#) * [Reverse commuting](#) * [Rickshaws](#) * [Ride-sharing](#) * [Road diets \(lane narrowing\)](#) * [Road pricing](#) * [Road safety \(radical enforcement\)](#) * [Scan, select, quantify, target](#) * [Segregated cycle facilities](#) * [Selling your message to the community](#) * [Senior/Non-driver Local Summit](#) * [Shared taxis](#) * [Shared space](#) * [Shared transport](#) * [Simulations and visual scenarios](#) * [Slow streets](#) * [Slow zones](#) * [Slugging](#) * [Smart Congestion Relief](#) * [Smart cards](#) * [Smart growth](#) * [Smart parking strategies](#) * [Soft transport measures](#) * [South/North transfers](#) * [SOV measures](#) * [Speed control measures](#) * [Speed reduction](#) * ["Strategies for the screamers"](#) * [Street as a place of work](#) * [Street furniture](#) * [Street life](#) * [Street obstacles](#) * [Street people](#) * [Street strategies](#) * [Street vendors and commerce](#) * [Suburban solutions](#) * [Sustainable mobility strategies](#) * [Task Force \(local\) creation](#) * [Taxi innovations](#) * [TDM - Transportation Demand Management](#) * [Telecommuting](#) * [Teledelivery](#) * [Telework](#) * [Ten Point Pedaling Action Program](#) * [The Mayors' Game](#) * ["They are supposed to scream"](#) * [Ticketless Public Transport](#) * [TOD - Transit-Oriented Development](#) * [Tolls](#) * [Traffic calming](#) * [Traffic control/management center](#) * [Traffic restraint](#) * [Transit shelters](#) * [Transit/signal priority](#) * [Transit stations and interfaces](#) * [Transit strike planning](#) * [Transportation brokerage](#) * [Travel information systems](#) * [Travel plans](#) * [Travelchoice](#) * [Trishaw Cycles](#) * [Unified access and ticketing](#) * [Unified fare cards](#) * [University, campus transport strategies](#) * [Urban boulevards](#) * [Urban distribution center](#) * [Urban regeneration](#) * [User participation](#) * [Utility cycling](#) * [Value capture](#) * [Vanpool](#) * [Vehicle Buy Back Program](#) * [Vehicle scrappage programs](#) * [Video diaries/open blog](#) * [Vision Zero \(Sweden, road safety\)](#) * [Walk to school](#) * [Walkability audit](#) * [Walkability index](#) * [Walkable communities](#) * [Walking as transport](#) * [Walking school bus](#) * [Web sites to support New Mobility projects/program](#) * [WitKar](#) * [Women, Equity and Transport](#) * [Woonerfs \(Woonerven\)](#) * [xTransit \(The Third Way\)](#) * [Zero carbon projects](#) * [Zero Tolerance](#) *

There are more!!

Why five focus *pattern-break* measures?

- ❑ It may in fact be 3 or 4, but we would say 5 is a good number.
- ❑ The idea is to plan and run a series of integrated *parallel* new mobility projects so that the city will understand that there is no one “answer”
- ❑ Five is a pretty good number – it will command public attention
- ❑ Such a more complete and complex operation will require that you confront and engage more people, interests and competences
- ❑ It also stretches the imagination of all involved
- ❑ While pointing up the important concept of “packages of measures” and the necessary complex interdependencies of the many parts.
- ❑ The teams can be expected to work together, but also to an extent, inevitably, to compete and push each other by their examples.
- ❑ There is also a level of risk sharing, since it is possible that some projects may encounter unexpected difficulties and delays
- ❑ And plenty of potential for synergies and team cross-learning

Now, you are ready to screen and select your focus measures



We propose you have a good look at and short-list five lead measures to be selected eventually from the following generic listing:

1. *Car/traffic control* measures/package – Reducing number of cars on streets and roads in and to the city. And speeds on many streets. Target SOVs. Emphasize voluntary measures
2. *Street re-conversion* (including parking) – Transferring scarce street space over to space-efficient modes and lower speed mixed use.
3. *Public transport* – throughput, quality improvements so that it becomes “car competitive” in the city (example, BRT)
4. *Active transport* – cycle programs, pedestrianization, mixed traffic, public space
5. *New Mobility modes* – Examples: carsharing, carpooling, shared taxis, new forms
6. *Movement reduction/substitution* – Using new telecoms, trip planning, scheduling
7. *Integrate* all mobility access systems (pass, card, access and information systems, including mobile/mobility)

But *who* gets involved with this process of concept screening and eventual project preparation?



Vibrant street life: A real challenge of transition

1. New mobility environments call for new skills and attitudes for all involved
2. Sharing the street with many different kinds, sizes, types and speeds of users brings a new set of challenges to all concerned
3. The significant environmental changes are going to bring with them risks and inevitably accidents due in large part to the unfamiliarity of users
4. The difficulty of our ability to deal with these new challenges must not be underrated
5. Everyone is concerned – Car drivers, cyclists, walkers and public transport
6. And others: playing children, handicapped people, conversing adults, street traders
7. Persistent attention to an ever-changing flux of small details requires high visual acuity, considerable motor skills, calmness of mind, great respect for others
8. These are not the dominant attitudes of drivers in a hurry on a car-only road
9. These considerable risks need to be anticipated and provided for in advance
10. This underlines the importance of the education and communications components of the new programs



Outreach is critical



People & groups in your city who can contribute (continues)

Local and regional government and public agencies

- City hall
- Communications, public information specialists
- Community development programs
- Energy conservation
- Environmental services
- Fire department
- Fiscal and economic policies
- Mayors and city counselors (personal commitments)
- Ombudsman
- Other towns and municipalities in region
- Parking policy and administrating
- Police and traffic authorities (local and regional)
- Public health and hospitals
- Public space management
- Related incentive programs
- School system
- Social services
- Special event management
- Street vendors, kiosks, etc.
- Taxes and charges
- Transport and traffic planners
- Urban development/master planners
- Other concerned agencies, services (to identify)



Don't forget the key service providers – 2 (continues)

- Ambulance and hospital transport
- Carshare operators
- Carpool/ride-share operations
- Church, etc. buses, ridesharing
- Cycling groups
- Emergency transporters and services
- Fleet managers
- "Ghost" or black/illegal taxis and carriers
- Goods/Freight delivery
- Jitneys
- Message/courier services
- Package delivery
- Paratransit providers
- Parking providers (public and private)
- Pedestrian associations and action groups
- Postal buses (mainly in rural areas)
- Public transit operators (rail and road)
- Rental cars, vehicles
- Rideshare and hitch-hiking services
- School and other special buses
- Taxis, limo and chauffeur services
- Transport services for elderly, handicapped
- Transport shelters
- Walk to School groups
- Other?

And important non-transport talents – 3 (continues)



By reducing physical travel requirements

- ❑ Activity clustering
- ❑ Architects
- ❑ Carfree housing
- ❑ Developers with ecological interests
- ❑ E-meeting technologies
- ❑ Land use planning
- ❑ New communities
- ❑ Telecommunication substitutes for physical travel
- ❑ Telecommuting programs
- ❑ Teleshopping (and delivery)
- ❑ Telework
- ❑ TOD – Transit oriented development
- ❑ Travel diaries, logs
- ❑ Trip chaining
- ❑ Videoconferencing, voice conferencing



And finally, yet more competences that need to be brought in

Other actors, supporters, possible opponents

- Board of Trade and other industry groups (including infrastructure)
- Automobile associations and related industry groups (get them on board early)
- Chambers of commerce, Business groupings, Downtown associations
- City boosters
- Colleges and universities
- Clubs, churches, synagogues, mosques
- Consultants, university/research groups working in these areas
- Developers, real estate agencies,
- Employers
- Financial community, banks, insurance companies
- Foundations, individuals and others able to provide financial support or backing
- Fundraisers
- Green Maps
- Groups or people interested or involved in Car Free Days or similar car free projects or demos in region
- Hospitals & health agencies (including public health)
- Including eventual sponsors and sources of active participation and support
- International, national, regional environment, mobility, etc. agencies and associations
- Local and regional media (old and new)
- Local merchants, chambers of commerce, downtown associations
- Media: traditional and new
- NGOs, Public interest groups, associations
 - Environmental, ecological, public health, clean air groups
 - Non-motorized transport: Pedestrian, cycling, skating, running groups
 - Associations concerned with elderly, handicapped, poor
- Out of town commercial centers
- Polling organizations
- Red Cross, emergency services and public information programs
- Schools and educational institutions
- Specialized consultancies, working in these areas
- Street performers, musicians
- Transport user groups
- Urban development, public spaces,
- Women's groups
- Youth, sports and recreation groups

Strategies/tests for project selection



Remember back in the earlier section here on new mobility – where we set out a number of criteria for testing and screening measures for the programs? Well here is where we put them to work. (By way of brief reminder they are grouped as:)

- **Performance targets:** Will the selected measures combine to achieve the ambitious targeted reductions in the set time and cost frame?
- **Ambitious and exceptional goals:** Will they combine to transform the city?

These criteria provide a detailed and entirely unambiguous set of guidelines for making sure that both your individual measures and the broader policy package you are putting together are going to get the job done.

But there are also a certain number of planning and process considerations to be taken into account. Will the individual measures and the package as a whole be sufficiently systemic, flexible, inclusive and checkable?



Are your planning and process procedures sufficiently...

1. **Systemic?** Does each selected lead measure address full array of multiple objectives concerned
2. **Flexible?** Does it lend itself to a wide range of alternative planning, financing and implementation adaptations?
3. **Incremental?** Can it be brought on line in phased steps, permitting significant readjustments, fine tuning at acceptable levels of public discomfort and cost?
4. **Big House/Open Door?** Does project by its nature invite, provide for active democracy, deep public participation and genuine city-shaping collaboration?
5. **Reversible?** Can it be readily and cheaply reversed, radically restructured or later moved to a better location, if it proves unsatisfactory in performance at selected site?
6. **Reconciliation?** Does the planning and implementation process behind it demonstrate a mature capacity to “reconcile valid opposites”?
7. **Information availability:** Is the necessary information available to diligent professionals for planning and implementation in other places?

And to conclude (for now):



1. Steal the best of these ideas!
2. Reach beyond what you have here and learn from the rich international experience which is leading the way
3. Work hard with a lot of people in your city to sort them out, put them in place and through your brains and good teamwork make them better yet.
4. And when you have made them work . . .
Make sure you pass them on.



Mrs. Jacobs in her garden.
Toronto, Summer 2004.



Some handy references as you start to dig deeper

- ❑ Cities for Mobility - <http://www.cities-for-mobility.org>.
- ❑ City of Stuttgart - http://www.stuttgart-tourist.de/index_ENG.htm
- ❑ Clinton Climate Initiative – <http://www.clintonfoundation.org>
- ❑ C40 Large Cities Climate Initiative - <http://www.c40cities.org/>
- ❑ City Mayors - <http://www.citymayors.com/>
- ❑ European Platform for Mobility Management - <http://www.epomm.org>
- ❑ GATNET - Gender, Equity and Transport Forum – <http://gatnet.net>
- ❑ Institute for Transportation and Development Policy - <http://www.itdp.org/>
- ❑ Jane Jacobs Medal (Rockefeller Foundation award)
<http://www.rockfound.org/efforts/jacobs/janejacobs.shtml>
- ❑ Journal of World Transport Policy and Practice – <http://www.worldtransportjournal.org>
- ❑ Kyoto World Cities 20/20 Challenge– <http://www.kyotocities.org>
- ❑ New Mobility Climate Emergency Project - <http://climate.newmobility.org>
- ❑ NYC May 2007 Climate Summit - <http://www.nycclimatesummit.com>
- ❑ Online TDM Encyclopedia - <http://www.vtppi.org/tdm/>
- ❑ Sustainable Transport Action Network for Global South – <http://www.geocities.com/sustranet/>
- ❑ SUTP: Sustainable Urban Transport Project - <http://sutp.org/>
- ❑ WRI Center for Sustainable Transportation <http://embarq.wri.org/en/index.aspx>
- ❑ Some useful Wikipedia references as quick background (including hot links):
 - ❑ <http://en.wikipedia.org/wiki/Sustainability>
 - ❑ http://en.wikipedia.org/wiki/Automobile_dependency
 - ❑ http://en.wikipedia.org/wiki/Sustainable_Transportation
 - ❑ http://en.wikipedia.org/wiki/New_Mobility_Agenda
- ❑ **Old Mobility in action** (eighteen short videos showing old mobility in action, from very different points of view)
- ❑ **Brainfood** (five short videos from five countries and in 12 minutes to open up our thinking on all this)



For more on

The New Mobility/Climate Emergency Project

- Website** - <http://climate.newmobility.org>
- Full Workpad** – Bottom left menu: Collaborative Workpad

And:

- Old Mobility in action** - Eighteen short videos showing old mobility in action, from very different points of view
- Brainfood** - Five short videos from five countries and in 12 minutes to open up our thinking on all this)
- New Mobility Agenda** – <http://www.newmobility.org/>

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