

The New Mobility Agenda

Reinventing Transport in Cities 2009-2012 Agenda for Reform (Putting our brains together)

Eric Britton, Paris, December 2008

COLLABORATIVE PROBLEM SOLVING ON THE COMMONS
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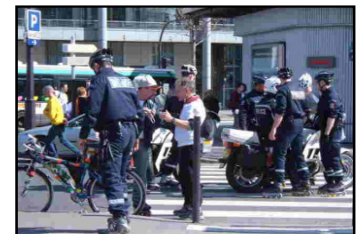
Transit priority/Street redesign



Shared vehicle systems



Universal mobility passes



Traffic control/enforcement



Public space renaissance



Showing the way

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Putting our brains together (Note on the open support project)

The origins of the New Mobility Agenda back in 1988 were marked in a very important way to a decision back then to see how we might do to make full and best use of the communication tools then available in order to create a broad consensus for change on our troubled topic. The idea was to take it by steps: starting by creating an open forum (first using a simple listserv), on to an unfolding process of information exchange and dialogues, from there to start to build a consensus, and through this process hopefully to create a force for change.

From the outset I believed that if we were ever going to be able to reform fundamentally the guts of our transportation systems, this was going to have to be through a broad-based collaborative enterprise. And here we are 20 years later and I still believe this to be the case.

This does not mean that I minimize the importance of individual or team efforts. To the contrary. There are many wonderful examples of where these contributions have helped advance policy and practice in our troubled sector over the last two decades. But apparently not enough. Thus, if you look around on the streets of our cities this morning, you will see that despite all this hard work and undeniable accomplishment, we have made no significant progress *overall* and that the big indicators are continuing to move in exactly the wrong direction. That is our dilemma.

Each of us has her or his talents, and I had always considered that my strength lie not so much in terms of my skills as an individual author or researcher, but rather my perception that there is an enormous and for the most part largely tapped potential in our society for putting our brains and energies together to create a consensus and force for change. The town hall meetings of the past have at times been important instruments of debate, exchange and eventually forces for change. But it's suddenly the 21st century and our "town" is now the planet. And this is the theater for change that we need to address. Where to start?

This project, namely everything that is necessary to create a first rate book that we can put on the desks of mayors and local government, activists and public interest groups, researchers and students, and concerned citizens who care enough to spend time looking around for new ideas and approaches, provides a superb opportunity for putting this approach to work. How to do it?

I'm sure this is going to evolve in terms of its details, but to get started my idea is to create a new open forum, available to all, without monitoring or editing, in which colleagues, friends, curious readers, adversaries and whoever else wishes to put virtual pen to virtual paper, can come in and share with a broad public their ideas and views on both the concepts which are set out here as well the way in which I, as the self-appointed author, am laboring to pull the whole thing together.

There are a number of possible ways of doing this and in the weeks immediately ahead I will be exploring these and reporting to our permanent forum, the New Mobility Café, on progress. Then once we have a viable framework established, we can make this well-known and invite the world to come in and let us know what they think. You among them I very much hope.

If you have ideas or suggestions on this, now is exactly the time to let us know.

Let's make our grandchildren proud of us,

PS. One good way to stretch your brain is to Knoogle it: <http://knoogle.net>

Draft materials presentation – as per 21 November 2008

The excerpts you find in the following pages have been taken directly from the current working draft and are being made available to colleagues, friends and eventual sponsors and other collaborators to give a feel for the style and content of the book in progress. And to elicit their guiding comments and suggestions at this early point in the writing process.

At this point my main concern is with making sure that all the essential points we need to cover get brought in and then that they get organized in a way that tells a story. As to the way that these are so far expressed, you will quickly see that for the most part the language is still scrappy, and in fact much of what you will find here is as yet basically in little more than note form. There are the odd pages and paragraphs where you can perhaps start to hear the author's voice, but for the most part it is still in bland, faceless, and at times needlessly repetitive institutional prose. Careful writing and good editing should fix that.

Some readers may find the extract from Ch. 7 on bikesharing interesting as an example of the sort of coverage of the profiles we have in mind. In general I intend to target treatments on the order of five to ten pages each, again each time introducing the concepts and the main lines and issues that need to be confronted, for that busy mayor, citizen, journalist or consultant who wants to get a better feel for how these innovations can be made to work. And as you will see, each profile ends up with a first set of reference information and useful sources for those who wish to dig deeper. And each is being developed in close cooperation with colleagues who have hands on experience with that approach.

Have confidence. All of this will eventually take a unified form and – with the patient help of a strong editor -- end up being a pretty good read and well as a timely reference piece in an important and as yet still largely unmapped area of public policy and private practice in the transport area.

You are kindly invited to feed back your critical comments, suggestions, etc. I thank you in advance for sharing.

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2.1 Old Mobility – Dying hard

Judged from a planetary or Kyoto perspective, or from an individual or public health perspective, or an economic perspective, or ... or ... our present arrangements for transport in cities are seriously underperforming and damaged. They are the product of another age, another system of city, another way of organizing daily life. And another way of thinking.

As things stand today in city after city around the world, they threaten health in the city and on the planet. They are dangerous. They are costly. They are disruptive. They are thoroughly dysfunctional. And they are howlingly unfair.

All this is a huge problem of course -- but we prefer to think of it instead as "problematique," that is, the broader context or fabric of the problem. Or in this case, the interlinked nexus of problems, shortcomings, inefficiencies and underlying change that together constitute our patently unsustainable transportation arrangements in cities in general, and in your city in particular. Let's have a look at this in steps. Just to hit the high spots . . .

1. The present (car-based) system is dangerous, injurious and menaces our health, constituting one of the most debilitating public health menaces of our era.
2. It provides poor value for money - for individual car owners as well as others. And for the taxpayer in terms of bang per public buck.
3. It is socially unjust and discriminatory to the poor, racial minorities, women, children, the unemployed, and people with physical disadvantages. To all those who cannot or should not be driving a car (a very large number, in fact). And to those who choose not to drive a car.
4. It consumes and wastes resources on an intolerable scale, menacing the planet and the economy.
5. It pollutes to the extent that it is endangering the planet's ecosystem.
6. It puts the national economy, the international economy -- and your and my economy -- at risk by total systemic dependence on a cartel of oil suppliers. (And pours money into the coffers of non-democratic societies and cliques.)
7. Despite the fact that it costs an arm and a leg, both to individual citizens and to the community as a whole, the system is steadily degrading in environmental, performance and economic terms year after year.
8. It implicitly accepts assurances advanced by the principal industrial and energy suppliers/beneficiaries of the status quo, as well as many transportation specialists, specialist administrators, etc., that technological progress will take care of the problems in the long run. And that we not therefore need concern ourselves with the problems today.
9. Worse yet -- and this is the final nail in the coffin -- there are as things stand today no grounds for hopefulness. . . unless there is a major underlying paradigm change.

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Moreover, when we take the measures that are being discussed in most places under the cover of would-be solutions, we can see that in most all cases they are indeed either

- a. Not going to offer the needed relief in the critical target period (which we define somewhat arbitrarily as the two-to-five years directly ahead) and . . .
- b. Worse yet, in almost all cases are actually going to **contribute** to *increasing* the scale of the problem, in the longer run, that they are purportedly targeting (i.e., by creating more new infrastructure, bringing more vehicles on the road, etc. etc.).

Furthermore, and with only few exceptions, when measured in terms of spending and measures with teeth, it all but ignores anything that might actually provide an alternative to present arrangements: whether in terms of demand management, non-motorized transport, new services and innovative private providers, and transport substitution through better planning, clustering of activities, or new technologies.

Is that true for every city on the planet? Fortunately no, but it does do a pretty good job at characterizing the majority in the advanced economies and even more catastrophically in cities in the developing world. And is it true for your city? Well, we have to leave that to you to judge.

So, we can see that we have a system (of sorts) and we for sure have a problem. What next? A solution? Not quite. Let's take a look first at the nature of the problem as it stands today in cities across the globe. Then once we have a firm grip on this end of the challenge, we can then begin to look into eventual solutions.



Plenty of scope in our cities for good new ideas

2.2 Elephant in the bedroom

The first step in this rethinking process is for us to recognize what are the fundamental game-changers in these external conditions. These include:

1. **Magnitudes:** The number of people living in our cities has exploded over the last decades and will continue to do so. This means that we have many more and many larger cities. But there is more to this than quantitative changes, no matter how massive they are.
2. **Variations:** At the same time over the last half century we are seeing that our cities provide very different transportation configurations and needs than were characteristic in the past. The old dominant models are being challenged by the realities of where people live, work, provision themselves, play and need to get around.
3. **Space:** Then there is the fundamental underlying geometric conundrum whereby our traditional cities cannot survive as such if we continue to promote and develop car-based transportation. This is the so-called "elephant in the bedroom" syndrome which is increasingly acknowledged in leading edge cities in practice.
4. **Energy:** The assumption of cheap fuel, which means of course fossil fuels, is one that is increasingly being challenged and increasingly posing problems to ever larger numbers of people.
5. **Environment:** The environmental envelope has shifted drastically, both in terms of local environmental impacts of our present in appropriate transportation configurations and in terms of their impact on the global, planetary environment. Environmental and climate issues are going to drive the reform agenda in many ways.
6. **The "American model":** The underlying transportation configuration that provides the foundation for much thinking and policy in the sector has been influenced over the last century by the domination of the "American model" which is heavily driven by the assumption that the best way to get around this by people owning and driving their cars at will and freely on publicly provided and funded infrastructure. This model is breaking down, and in the process all too often breaking down cities, in ways which are increasingly evident and increasingly intolerable.
7. **Interests and lobbies:** "Old Mobility", or blind continuation of historic policies, has strong political and media support from the industrial, resource and financial groups who are doing well with the old model. However this situation is becoming increasingly well understood, the necessary first step in the process of redressing these powerful imbalances.
8. **Economics:** The era of easy economics is over, so we need systems that cost far less to the users and to the community as a whole. Without any loss of quality or equity.

Before we go on to look at the new mobility strategies and services that are now called for, first a quick check of the largely unquestioned and almost universally dominant values of the past which we now need to understand in a first instance, and then leave behind us.

2.3 Why are we stuck? ¹



¹ It will soon be half a century since Jane Jacobs' remarkable book "The Death and Life of Great American Cities" appeared, pointing up the main thrust all of what follows here. Fifty years and the received wisdom in the sector among policy makers and the public still persists. Then in 1993 Stanley Hart and Alvin Spivak wrote "Elephant in the Bedroom: Automobile Dependence & Denial" ("American automobile dependence is the elephant in the bedroom: the stench is overpowering, the bulk is awesome and the floor is sagging..."). In the meantime, thousands of well reasoned books, reports and papers and have had a good whack at this, many successful demonstrations of the new principles have appeared, conferences have been held, ribbons cut, hands shook before the media, a strong consensus in the expert community has emerged. . . . And here it is 2009 and still . . .

2.4 Our mind problem

- The unquestioned belief that cities could and should be “tailored” to permit maximum access of cars to all parts of the city, both moving and parked.
- The orientation to “end state” visions and planning (and the parallel ignoring of *process* costs, inconveniences, uncertainties, and variability before an all-but certain future in a highly dynamic change-oriented society).
- The willingness to sacrifice public space and historical buildings and neighborhoods to the requirements of cars and their users
- The insistence that the main costs of these facilitations should be borne not by the drivers but rather by society as a whole, either directly through taxpayer contributions and tax breaks to support more car use (paid for by taxpayers), and indirectly by the refusal to factor in external and other environmental costs caused by the cars.
- The second pillar of the 20th century transportation strategy (that we insistently call old mobility”) is the far far shorter leg of the two-legged stool of old mobility, so-called public transportation or public transit. IN a world in which more than half of all people living in cities cannot, should not or cannot afford to own and drive cars, and in which routinely 80% or so of all public investment in the sector are made in support of extending car use, this poor cousin of 20th century transport in cities is doubly flawed.
- In a first instance and most visibly, by the lack of funding available to this and all other forms of non-own-car transportation.
- But more subtly yet, and more important, is the second debilitating mindset of 20th century thinking in the sector, and that is that the principle alternative to a car is no more or less than deficit-financed, fixed route scheduled systems, all the way from billion dollar metros to buses all too often stuck in traffic and by definition unable to serve the needs of our exploded and exploding cities.²

All of which brings us to the challenge in terms of transportation systems reform: "how to make an elephant turn on a dime". Let's have a look.

² Many of my most respected international colleagues continue to support major investments in these old out of date systems, including especially my friends who look from an urban planning perspective and the long term (in which we all, incidentally, are dead). All their good work and earnest recommendations apart, we are about to witness the certain death of multi-billion fixed schedule, made in concrete line haul systems that may have been the jewels of some of our urban past but which have no place in the cash-starved 21st century. Or new services are not going to be line haul, or scheduled, nor one-to-one or even one-to-many. But many-to-many, and all the time. That is an entirely different universe and one that requires a entirely different generation of tools and services. One that we are, incidentally, now well placed to supply.

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“It is really a wonderful thing to live in a city where when you wake up in the morning you realize that today your city is a little bit better than yesterday. I have had this feeling now for almost forty years.”

- [Jan Gehl](#), [Danish architect](#), city planner and public space designer
Member of Kyoto World Cities International Advisory Council,
quoted in the film [Contested Streets: Breaking New York City](#)

4.2 Pattern breaks, goals and strategies

Back in the suddenly very old 20th century, the thrust of mainline transport policy was as we have seen to find ways to fix the system that had wandered into place over the years. But today, we understand that the priority is not so much to fix things here and there. We need instead a radical and far-reaching systems overhaul, starting with our own thinking and vision of the challenge. Which brings us smack to need for what we call "pattern breaks".

The core of the pattern break approach to sustainability resides in understanding that people, you and me that is, are largely inertial creatures and that as such we tend to be victims to the world -- not so much the world as we want or need it but as we happen to find it at our doorstep this morning. And invariably there are always a lot of good reasons for either doing nothing or at least nothing today. One of these being that we often think that we do not know enough to act, so what we need to do is a lot more studies.

The pattern break approach by contrast says that it is unlikely that under "normal" circumstances we will ever be able even to see what it is we need – unless we first change our entire way of thinking, our mental architecture if you will.

Let's see how the world's leading innovating cities are starting to do this:

1. **Target enhanced economic viability of the city and its citizens:**

If the economics don't work, the rest will not either. Better conditions of mobility enhances economic efficiency and values. We have many ways to put this to work for the good of all.

2. **Establish "car-like mobility" as an overarching goal**⁵

Most recommendations for more sustainable transport seem to have as their underlying thesis that: "people should shift away from cars and move over to public transport". Nice thought. Terrible beginning though, not least because public transport in most parts of the world has been a very inferior good. Let's shift into a higher gear on this. We very much doubt that citizens in 21st century democracies are going to vote in most places for degraded levels of access as a result of any such program, no matter how noble its goals. For better or worse, people have come to look at "car-like mobility" as the best way to get around.

The goal must therefore be precisely to seek out and combine services, measures, and

⁵ The fastest ways to get around Paris today is by bike or metro.. Just after that tram and the new Mobilien bus priority system. Then taxis (which have access to reserved lanes) And last comes cars. (In point of fact this is not quite true, the fast growing population of motorized two-wheelers makes them a strong contender in terms of speed, though they cannot have access to the reserved lanes. But this is a problem that virtually all the cities of the world have yet to deal with. Stay tuned..)

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innovations so that at the end of the day most people are now going to have ways of getting there faster, cheaper and safer than under the old car-based system, which anyway has entailed longer times of being stuck in traffic with each year that passes. We are a smart society and we have a huge number of tools at our disposal for doing better. Moreover, the present all-car system is so grossly out of phase, so shockingly underperforming that it is not, in fact, all that tough a target to improve on. It's not as if the whole thing were close to perfect. So now under the whip of Kyoto and all the rest we now have the chance to put these more innovative and politically realistic tools to work. Let's not miss this golden opportunity.

3. **Concentrate on near-term improvements:**

We need to find and implement tools and projects that can begin to generate visible positive impacts within months, at most two to four years of being brought on line - and not potential improvements that require years or decades to come on line.

4. **Aggressive supply creation and expansion:**

The opening up of the system on the supply side can bring in the wide range of many new kinds of services needed to fill the gap once we start to get the single and low occupancy cars out. Again, we are seeing these new services are characterized by new sources of supply, much higher levels of entrepreneurship and creative adaptation across the whole range of suppliers, and lots of technology (mainly in the form of communications and logistics).

- **Note:** The two main historical suppliers of shared transport on the city street, buses and taxis, are themselves of course in continuing and of late in many places rapid evolution in terms of their technology content and efficiency. Indeed we can anticipate that the merge between "old" and "new" carriers will in many places be a merge, with all kinds of overlaps and interlinks. And of course the fast growing importance of walking and cycling as transport in cities, at least at the leading edge

5. **Aggressive demand management:**

We need many fewer (and slower moving) vehicles on our streets, combined with enhanced conditions of access for all, including "movement-free" access through better use of technology and improved special planning for more agreeable and efficient city life. An aggressive (and well sold) repartitioning and refocusing of the existing transportation infrastructure, shifting it over ineluctably and as quickly as the local situation can bear the pain to higher throughput of people (not vehicles), more spatially and environmentally efficient shared uses. This of course brings us to increased levels of the control of private car use in certain parts of the city, at least, and in certain times of the day. There are many ways of going about this, and there is a broad background now of successful innovation in this important area that cities around the world can now draw on and adapt for their own purposes.

6. **Aggressive infrastructure management:**

Politically adept, activist and strategic management and phased restructuring of the existing and often over-built transport infrastructure, as a key under-pinning of the city's demand management strategy.

7. **Competitive mobility management:**

As the infrastructure and pricing noose tightens on unrestricted car use, parallel creation

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of a wide range of first class, desirable alternatives to the "old mobility" system which is now to be gently phased out of the city (or more realistically be greatly reduced in target areas and times), all while leaving space for the private car as a personal option for "other (ex-city) transport" as people may wish. (As an example several recent studies provide evidence that Swiss and German city dwellers who get to work and into the center by non-car means, nonetheless for the most part continue to own and use own cars for less dense travel and in the off peak).

8. **Don't forget to help car owner/drivers too**

The space and role for private car use is going to shrink in our future cities, but there will for years always be a place for private cars as well. Thus, while on the one hand the new infrastructure arrangements are going to imposed much tougher limits on car use, we also can use technology and good planning to make it easier for the car to find its rightful place in our cities. A positive approach to this is both possible and necessary on many grounds.

9. **Packages of measures:**

Transportation policy needs to be -- and here I chose my word carefully - orchestrated. Demand restriction/supply increase. Policies for moving vehicles, and others for those at rest. And the list of course goes on and on. Indeed, if you look at the very large number of measures which together constitute the transportation policy environment for your city, you will note doubtless that they are large in number and by and large not of a piece. Most have been developed at different times in response to different problems and challenges, and once on the books either ignored or somehow automatically integrated into the whole. But with few exceptions, what you have there is not music, by any means, but pure cacophony. Which of course easy why the system works as poorly as it does. (Our analogy for this is the Sustainable Mobility Symphony Orchestra, and while you don't have to like the phrase, we do hope that you will understand the need for structure, underlying coherence and integrated complexity that this seeks to address.)

10. **New streams of income...**

become available (to ingenious city innovators) as (1) they make drivers pay fairly for street and parking infrastructure, then redirecting this welcome new income to make the rest of the system work better. And (2) refashion their financial relationships with the purveyors of the whole range of new collective services (whose better performance, i.e., more sustainable mobility bang per taxpayer buck, can be expected to higher quality services that can be fairly charged for and then fairly partitioned (with payback to the public sector as only fear... and necessary.)

11. **Leadership:**

None of this, absolutely none of it, will take place without strong, wise, firm leadership, and strong support from those of us who care. And the lead has to come above all from local government. National, regional and international groupings can help make this happen, but the precondition are the small group of people who are right next to the problems, and the opportunities - and are ready to pay the price in terms of their commitment, passion, energy (and thick skin) to stand the heat and make this work.*

4.5 The 21st century transport market (Not what you think)

Here is a useful bit of news from the real world that should make the move to more sustainable systems considerably easier for policy makers, and indeed for most of us in our day to day lives. It all starts with a mind problem.

Behind our collective failure-of-imagination problem, we have a corresponding mind problem. Specifically, the traditional 20th century transport policy paradigm was almost entirely "auto-centric". And this largely unquestioned simple vision has shaped our cities and led to the present situations that we all should be trying hard to find ways to reverse and improve.

This is because the presumption of most policy makers in the sector is that the majority of people either have or want to have a car, which if it is true carries with it the logic that the system needs to be refined to make it possible for them to use them as much as possible.

However in the world of human mobility there is not one "big problem". There is, for better or worse, just an ever-changing heteroclitic confluence of very large numbers of people, daily life realities, needs, possibilities, and desires. The old mobility vision of life is essentially one of purposefully striding workers, with fixed jobs, fixed hours, trips, roads and the list goes on - all of whom to be served by our "normal transportation arrangements".

Then in the traditional 20th century transport policy view, there are "the rest": the old, disabled, poor, etc., etc., and they too our bleeding hearts somehow figured out need to be catered to as well. Well, let's give them a bit here and there too. But most of our money is going to be spent on providing mobility arrangements for "normal people". That's right, isn't it?

No, it's not at all right. It is all wrong. It is wrong because it is grossly unfair and uncivil. And it is also just based on a false precept. Why? Because that splendid vision of society simply does not jibe with reality. It never did in the past, and as our societies age it increasingly is absurdly contrary to reality. Here is the surprise, the kicker:

The "transportation majority" is not what most people think, transportation planners and policy makers included. The transportation majority are all those people who increasingly are poorly served by the mainline service arrangements that eat up most of our taxpayer money. And each year, as our populations age this majority grows in numbers.

4.6 The Silent Majority ⁶

But if you look scratch the reality you will see that it is very different indeed. Here is a generic short-list of the people in your city, country or electorate who make up this until-now all too silent majority:

- Everyone who does not have a car (or want one. . . a growing plurality of its own)
- Everyone who cannot drive (or want even to learn)
- Everyone who *should* not drive (for reasons of a variety of impediments such as limitations associated with age, psychological state , , ,)
- Everyone who cannot responsibly take the wheel at any given time (fatigue, distraction, nervousness, some form of intoxication. . .)
- Everyone who cannot afford to own and operate a car of their own (And remember that costs a lot of after-tax money)
- Everyone who lives in a large city and for reasons of density, public health and quality of city life needs to have access to a high quality non-car mobility system
- Everyone who would prefer to get around their city by walking, cycling or some form of shared transport but who cannot safely or readily do so, because all the money is being spent on a car-based system which is fundamentally and financially incompatible with these more healthy ways of getting around
- Everyone who suffers from some form of impairment that makes driving or even access to traditional public transit difficult or impossible
- All those who are today isolated and unable to participate in the life of our communities fully because they simply do not have a decent way to get around.
- And -- don't lose sight of this! -- you in a few years

Don't believe it. Well spend a bit of money before you launch your next big road project to get the real numbers, following this topology. Then look at the numbers. They tell you a lot about what should be your policy. These numbers do not lie.

So how are we going to provide for the mobility needs of this clear majority? Well for starters, by putting aside our old vision and opening our eyes to the reality of what is in effect the 21st century mobility market. So let's get started.

⁶ As is well known, one of the principal reasons why this majority has in most places to now failed to make their voices heard is simply that they lack the strong central organizations and means that the proponents of "old mobility" (the infrastructure builders and their suppliers, the automobile lobby, equipment manufacturers, energy firms, and the fairly narrow but nonetheless extremely powerful web of economic and political interests that profit from these investments, and their often extremely effective lobbies). But what they do have is votes, which in turn points in the direction of the solution.

4.7 To sell your product, it helps to know your customers

We drivers – and yes I count myself among them – are a strange if distinct species and it is important for those who are leading the process of adaptation and change in the sector to understand us for what we are.

Let me list some of our outstanding characteristics quickly as a prelude to strategy and action. :

1. We are above all creatures of habit – and our habit is to hop into our car whenever a reason emerges and to speed off to the tasks at hand.
2. We are viscerally impatient. Our cars can go fast and we tend to want to use them to their full capacity. This is only natural in the animals that we are.
3. We are often not in our best driving form when we take the wheel. It's a real challenge to be a good driver. Fatigue, eyesight, effects of aging, alcohol, psychological state, and various distractions (those ubiquitous cell phones and cigarettes among them) combine to render us, let us say, *problematique* at the wheel.
4. We are often dangerous to others, and to ourselves. When you combine impatience, the alpha state of the average motorist once launched, speed and the enormous mass that we more or less control, you have a disaster waiting to happen.
5. We are suspicious of change, and of course of anything that we may see as encroaching on our rights to the road (when we want and as we want)
6. We perceive ourselves as the majority – and thus well worthy of the investments and care that are lavished on us.
7. Most of us are aware that our cars cost us a lot, and feel strongly about anything that would further increase their financial burden on us.
8. We make formidable adversaries.
9. We are extremely good at making our voices heard when we perceive any possible threats to our right to drive. We can mobilize quickly and efficiently – not least because we command the attention of the powerful economic and political forces that do well by persisting in the old way of doing things (also known as old mobility).
10. When we make our grievances known, it invariably makes a great story, so the media consistently picks it up so that we can share our tears with the whole world.

If you think of this group as an important “market” that you need to bring onboard to make the changes that are rapidly becoming obligatory, it is important of course to have a full picture of what are after all and in a pluralistic democratic society our *customers* and not our adversaries. We had best be able to serve them too. That's a useful first step.

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On the other hand we drivers are not pure monsters or even hopeless egotists that many of you people may take us for, most of us at least. And so it will be useful for you to take the time and trouble to understand the fullness of who we are and how we make our decisions if your new policies are ever to work.

We care as much as you do about our families and in general our neighbors (if we know them). We also worry about our health and that of our families, and know that the kind of exercise that we can get by walking and cycling are important. We are increasingly aware that our cities, quality of life and health, and indeed our conditions of transit are not what they should be, and that the number and extent of protrusion of cars is an important part of the problem. And the messages of the importance of global warming and its clear links to CO2 and driving are really starting to get through. And so most of us at least are starting to accept that there is indeed a problem, that part of the problem has to do with the ways in which we are including our cars, and that it has to be faced.

With this in hand those of you who wish to bring about the necessary changes and adaptations already have some advantages to work with. This is the basic landscape of this important minority. And now that you have mapped it, you can get down to work.

One final advantage that you will do well to bear in mind, is that many of us drivers are in fact considerably more adaptive in their behavior than your simplified prejudices. And if you need proof of that all you have to do is observe the almost continual dynamic rerouting that savvy drivers make when confronted with unexpected congestion or road problems. A second form of adaptation which we see even more in cities, is the rush toward using motorized two-wheelers instead of our cars.

So we are adaptive and capable of change, even major modal change, and we propose that you also bear this in mind and work with that. Give us something that looks to us like an improvement and at least some of us will be willing to give it a try. It may take some time for the rest to come around, but is that not what innovation and adaptation are all about.

You will have to lead, you will have to understand your market, you have to be able to present us with a better choice and you may be surprised at the results.

4.8 Services, not products

Here we are lent a hand as a result of the historic shortcomings of past practices in the sector.

Transportation thinking and practices have in the past long been heavily dominated by a largely unquestioned fixation on physical products (namely infrastructure and vehicles) and quantities. This was fair enough at a time when very different external conditions prevailed. But if we are ever to get our elephant to turn on the dime of transportation reform, we shall need to shift over to the emphasis over to services and quality. And of course economics and equity.

In the past the widely shared belief was that “more transportation is better than less” – “more” meaning of course more roads, bridges, and vehicles. This sounded fair enough and certainly was for the most part appropriate in the conditions of most of the 19th and 20th centuries.

And as part of this is the well-known cornerstone of transport policy and management, was the “forecast and build” syndrome, whereby policy makers, motivated by the desire to make sure that their transportation systems are not incapacitated by bottlenecks or lack of supply, consistently have drawn on a policy of using the available technical tools to spot eventual future shortfalls on the supply side, and then to build whatever they were told it takes to make sure that they would not occur.

This worked well enough for many years, but already starting in the nineteen sixties we were beginning to see that we cannot expect to build our way out of our traffic problems. And nowhere is this more the case than in and around our cities, which in addition to everything else there are major space constraints.

But that has now dramatically changed. The general consensus nowadays in the transportation community is that we most definitely “cannot” “build our way out of congestion”. (Although what is surprising about this is the stubborn insistence to this day of many members of the political establishment to undertake projects and programs that fly in the face of this common sense. There are many explanations for this, ranging from the calculated influence of powerful lobbies to other forms of mis-education and manipulation. But at the end of the day it is surely that those old ideas just continue to linger and are thus very hard to replace. But that is exactly our task.

A further crippling weakness of the old mobility systems is that most of the technical tools and decisions were laid out in terms of the throughput of vehicles over any given link. Fair enough if the reality was that each vehicle contains the same number of passengers, But as we know the ranges are enormous with at the bottom of the stack one of the major targets of new mobility policy, the single-occupant car. However what is surprising is that while this approach has long sense been recognized as badly deficient, it is nonetheless being systematically applied in transportation projects in all parts of the world. Systematically.

But it's not those physical products that define the efficiency of the system, but rather the services that it offers and their performance. That's our first clue.

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"We should not wait to cut back on burning fossil fuels until we have developed greener technology to supply our energy needs, despite what many economists are advising their respective governments. Such a waiting game may have deadly consequences." ^{*7}

4.9 Urgent challenge: Major paradigm change by 2012

This is the central key to the whole strategy. Because we now know that a waiting game **will** have deadly consequences. Hence we need to concentrate our minds and efforts on actions that are going to have early pay-offs.

And while the ideal is certainly anything that will lead to big visible paybacks in less than two years - a target that is in fact obtainable by at least some of the measures that are getting attention here - the fact is that a couple of years of operational experience is often needed to fine tune, debug and start to get the most out of your new mobility measure. So let's give it enough time to get the job done.

In addition, within this frame you are going to have time to . . .

- At the very least to replace your present vehicle with something more appropriate for responsible 21st century city travel.
- Alternatively and better yet (if possible where you live and work) shed your car altogether as new affordable alternatives start to come on line in your community (affordable carsharing among them of course)
- To seek a better, more environmentally coherent place to live and work
- And if you are an industrial or service group, enough time to design and bring on line a new range of products and services.

And finally if you are a mayor or elected official, this gives you time to achieve your announced objectives within your electoral term. Four years: Put up or shut up. Seems fair. That's why we have elections.

⁷ "No time to lose in cutting CO2 emissions". Jim Giles, New Scientist, Issue 2645. 2 March 2008

4.10 Transition strategy: Foundation of the future

To move ahead in time to save our gasping planet, and improve life quality of the majority of those who live in our cities, we need to have fair, unified, coherent, and memorable strategies. Without them we are destined to fiddle at the edges of the problems: and while we may be able to announce a success or advance here or there, the overall impact needed to make a real difference will simply not be there. We call this the *politics of transportation*: the overarching values and structures needed to make it all work.

Just as our ultimate target -- -- namely a system that offers something as good or better than "car like mobility" -- -- is simple and unambiguous, so too is the foundation strategy that is needed in order to create the preconditions for this to take place. There are five core elements that together define the strategy:

1. **Climate-driven:** The on-going climate emergency sets the base timetable for reform in our sector which accounts for 20% of GHGs. At the same time rapid GHG reduction works as a strong surrogate for just about everything else to which we need to be giving priority attention in our cities.
2. **Tighten time frame for action:** Select and gear all actions to achieve visible results within 2-5 year time frame. Set firm targets for all to see and judge the results. No-excuse transport policy.
3. **Reduce traffic radically:** Sharp reductions in the number of vehicles on the road and the distances they travel. This is the critical, incontrovertible policy core of the reform. These reductions in emissions, important for reasons of both local environment and the planetary challenges we face, also work extremely well as a surrogate for other necessary improvements, among them fossil fuel savings and the other benefits that accrue to sharply reduce road congestion.. We can cut traffic and at the same time improve mobility. That's our goal.
4. **Extend the range and quality of new mobility services:** A whole range of exciting and practical new service types are needed if we are to keep our cities viable. And they need to COMBINE to offer better, faster and cheaper transportation than the old car-intensive arrangements or debt-financed traditional public transit.
5. **Full speed ahead with new technology:** : New mobility is at its core heavily driven by the aggressive application of state of the art logistics, communications and information technology across the full spectrum of service types. These are the seven leagues boots of new mobility

7. Action profiles – The building blocks

This chapter to put s before you concise introductions to the main building blocks of the new mobility service package that needs to be brought on line and combined in ways which are appropriate for your city.

Each of these individually represents a sharp break with traditional practices in the sector. And if you take them as a whole they provide some of the principal building blocks of your new system.

Extensive materials exist in the literature on each of these¹², so it is our intention here to introduce them in broad general terms for the purposes of the busy mayor and local leaders who have a lot of ground to cover in their responsibilities for the city. And then in the chapter that follows we can stand back and to put them into the overall strategic perspective which is necessary to make the entire system work to its best.

Let's start with a quick enumeration of the main characteristics shared by most of these measures and approaches. Briefly, and taken together, they offer:

- **Proven concepts that work:** These are not unproven or trial systems. In all cases there are large numbers of examples of their successful application on the street.
- **More choice:** Individually and together they offer a far greater range of choices to the citizens of the city.
- **Environment:** By definition these are environmentally efficient systems. This is not to say that individually they may be eco-perfect, but at each step they bring real improvements and their collective impact can be very strong.
- **Target underserved groups:** Better adapted to handle the special transportation needs of persons and parts of the city who in today's paradigm are seriously underserved.
- **Greater flexibility:** Far greater flexibility in time and space (in line with the dynamics of the 21st century city)
- **Frugal economics:** More “bang per taxpayer buck”. And in parallel they are (or should be if the city gets its part right) far more cost effective to travelers than the old transportation arrangements.
- **More entrepreneurship:** More entrepreneurial systems - requiring greater and more sophisticated public/private/volunteer partnerships
- **Greater adaptability:** Greater variety of application, with potential for far greater tailoring of each service to provide an appropriate mesh with local conditions.
- **Reversibility:** Each of these measures is of a sort that can be fine-tuned and even reversed as results come in, things change and circumstances may warrant (unlike that dreamed of new metro of yours).

Let's have a look.

¹² The closing annexes provide leads to what we find to be the most useful sources for more detailed reference and eventual follow-up on each measure introduced here.

7.4 Bikesharing (Public Bicycle Systems)

A public or shared bicycle project is an innovative arrangement for providing the public with short-term rental or free bikes for their practical daily transport uses in cities or other high density areas. The bikes are located in stations positioned to provide dense coverage of the city and within convenient walking distances. In a typical system users pick up a bike at a station, use them as they need them, and return them to other stations close to their final destination. There are a variety of ways of organizing and delivering these services.

7.4.1 What is a Public Bicycle System

A public bike program has the potential of providing for your city a proven, workable, affordable, near-term city transforming new mobility measure that you and your colleagues should probably be looking at closely. It is our view that with proper preparation you can adapt and put it to work in your city. But there is more to it than one may at first think. The following introduction to public bike planning and implementation is intended to help you gain time and focus in this process.

Cities around the world are looking into the potential of this powerful transformative new mobility tool. There are three important structural points about these systems which merit close attention.

- Once they are fully up and working (meaning full city-wide coverage) they begin to gradually transform the basic *metric* of the city, much as motor cars did when they colonized and stretched the urban fabrics over the past fifty years. As one part of an integrated multi-part new mobility program, city bike initiatives offer a catalytic step toward wide-ranging environmental, quality-of-life and positive economic impacts.
- Furthermore, by empowering citizens to themselves be part of positive change in their everyday commutes, a city bike program can also have a powerful cultural and political impact -- an essential element of tackling climate change.
- And finally, it's important to keep in mind from the outset that this is not going to be "just one more nice bike project". When you dig into it you will quickly see that it is, in fact:
 - a. a significant public transport project;
 - b. a roads and infrastructure project of some dimensions;
 - c. a public health project in a time of need;
 - d. a city center economic development project;
 - e. a climate project that really can make a difference; and
 - f. an exercise in deep democracy and active citizenry.

This is the nature, the scale and the range of your project. Your level of ambition and the resources you are prepared to put into it should match.



In the beginning was transportation

“Very quickly, we have moved from being a curiosity to a genuine new urban transport mode. We invented the public/individual transport system.”

- Gilles Vesco, Vice-president, Grand Lyon, speaking about his city’s experience with their path-breaking Vélo’v city bike project

7.4.2 21st century automobility at your service

The idea of a shared “pick up and leave it” bicycle is not a new one. For many years it was the best and fastest way to get around Cambridge and Oxford. But the granddaddy of city bikes as we know them today was the original (in all senses of the word) White Bicycle project as implemented in Amsterdam by the provocative Dutch innovator Luud Schimmelpennink and his collaborators back in 1968. And even if most of these free white bicycles ended up stolen or in a canal after a few months, the Amsterdam project definitely opened the way for all that followed.

Also known variously as White, Yellow or Community Bicycles, Free Bikes, Public Bicycles, Smart Bikes, Public-Use Bicycles (PUBs), and by many other names depending on place and project, shared cycles have been the subject of several hundreds of projects and variants, but only within the last few years have they begun to show the way toward projects and systems which can really function as an important part of a city’s daily transportation arrangements.



A true form of "automobility"

A shared bike 2009-style is city-wide public bicycle system, mainly intended to serve people living and working in a city for the day-to-day transport means. You can spot them for sure since they share the following characteristics:

- Offer fully automated service
- Available 24/7.
- Open to all registered users/clients.
- On-street systems (i.e., not garaged)
- Pick up/drop off at multiple convenient locations within service area
- Free or almost free for very short periods (i.e., half hour or enough for a fast hop).

While mainly intended to serve the local population in their daily lives, they are also showing themselves to be a great way to attract visitors to your city and give them easy access in ways that open up the city as never before.

You may want to bear in mind that these are not “rental bikes.” Of course, you will find shared bikes available in various permutations to different kinds of groups and sponsors -- in national parks, for company employees, etc. But these are closed systems for specific groups and basically available only in off-street locations. A true city bike is available to anybody on the street who steps forward and does what is needed to start to put it to work.

A City Bike very quickly becomes your preferred automatic choice for getting around in your own city. It is, in fact, a true form of “automobility.”

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Getting a city bike on a Paris street.

7.4.3 How they work?

A public bicycle is in many ways just one more application of a typical, state-of-the-art 2009 city transport system. There are a growing number of these projects around, mainly in European cities that are, incidentally, in almost all cases among the leading innovating cities in our sector. All these projects have in common that they aim to:

- ✓ Add a new dimension to urban mobility
- ✓ Extend and complete the range of public transport services
- ✓ Integrate the options into a seamless multimodal package
- ✓ Available on-demand
- ✓ For city-length journeys.

The main justification cited for these systems (for they are very much *systems*) is that they:

- ✓ Provide cost-effective on-demand transportation
- ✓ Reach out to destinations un- or under-served by other modes of transit
- ✓ Require less infrastructure than other modes of transportation
- ✓ Are inexpensive to produce and maintain
- ✓ Do not add to traffic congestion
- ✓ Do not create pollution in their operation
- ✓ Improve cycling safety by sharply increasing number of cyclists on the street
- ✓ Cut back on theft of personal bicycles
- ✓ Provide users with the added benefit of healthy exercise.

One of the common rationales cited by shared bike programs is that they provide an effective substitute for at least some of the large number of short distance trips made by cars in urban areas, often with only one person in the car. Such trips make poor use of scarce public resources, and of course carry with them a heavy environmental burden.

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7.4.4 The bottom line for your city

1. **They work!** Get the planning right and your project is going to be a success.
2. **Low cost:** Your project is not going to gut your transport budget.
3. **Fast on line:** Planning and implementation time for a large city may range from one to two years, max. For well prepared smaller cities considerably less.
4. **High synergies:** A well drawn project will provide strong synergies with your public transport and traffic control /restraint programs. If properly integrated, it can provide new levels of access and comfort improvement. And lead to more bike use.
5. **Revitalizing the center:** Remember what excessive dependence on cars did to your central city the last time? Well, city bikes provide a means for restoring the center. A new metric!
6. **Only for larger cities?** Not at all. The right system can work in small towns and cities.
7. **Planning and implementation:** Armed with the information and sources you find here, you have in hand the information needed to get your project off on the right foot (wheel?).
8. **Lots of ways of doing them:** And we definitely recommend that you have a close look at *all* of the available choices. There is a wide range of approaches you can take.
9. **Partners:** There are a growing number of viable suppliers/partners with whom you can work to ensure the success of your project.
10. **Going it alone:** You can do it, but you will have a lot of homework and partners choices to sort out. This is the harder way. But it may be the best way for you.
11. **Starting big:** If you are seeking the real impacts, this is the way to go. Full city coverage.
12. **Starting small?** This depends on your ambition level. It's easy enough to organize a small project, but you may not learn all that much about a city-wide project. This is not to discourage start-up pilots for pre-testing and fine tuning at low cost and perturbation, but the overall lessons for the city as a whole may not be that clear.
13. **Public participation:** This is a sine quo non for the success of your project. And community outreach must start from the beginning and go deeply into the fabric of the project.
14. **Is it cool?** It is often said that one of the big problems with public transport is that it has a lousy image. It is, to be technical, not cool. But what is not cool is that gas-guzzling, carbon-spewing SUV of yours. Hey, it's 2009. Riding a bike safely is cool.
15. **They advertise your city:** A good city bike project is a major calling card for your city. And the earlier you put it into place, the greater this public relations impact.
16. **And, will it win votes?** Get it right, and you will be mayor for as long as you want.

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7.4.5 First guidelines for planning & implementation

Once the executive decision has been made to seriously explore this idea, here is a first set of guidelines to give you an idea for the sort of things you need to be on the lookout for and eventually incorporate into your carefully prepared work and action plan.

Phase 1: Preliminary Probe

1. A staff member/unit is given the assignment of looking into this and making a first set of recommendations
2. Person/team then makes use of all available public resources and eventually if budget permits other reports and sources of counsel to arrive at a first level of recommendation to executive authority – go/no go (for Phase 2).
3. Review points on Initial Planning Checklist you will find on p. 15, if you click the “Overview” link on the top menu of <http://www.citybike.newmobility.org/> - to see how city stacks up in terms of these basic criteria for success ¹³
4. Team turns to local government and eventual champions for a clear statement of objectives, goals, timetable, and level of ambition for the project (and other counsel, advisement and inputs as useful)
5. Already should have a detailed feel for how this is going to interact, support, etc. full range of other transportation providers in and around the city (as part of a global integrated mobility plan)
6. With clear statement of the city’s desired level of involvement in the actual deployment, fine-tuning, operation, and maintenance of the final system over a ten year cycle
7. Also some indication of the position of the city with reference to the eventual finance and business plan.
8. Initial contact with key groups and interests to get their first views and ideas. ¹⁴
9. Contact with other cities in region considering projects of their own, with a view to establishing an informal network for future exchanges and eventual cooperation
10. Preliminary contact with Sacramento and Washington DC to see if we can stump up support and eventual funding for this pioneering program
11. Team develops step by step work plan for Phase 2, and budget for next phase.
12. Present to exec authority for authorization, with go/no-go recommendation. ¹⁵



Checking in the first time

¹³ You will also find a more detailed set of planning guidelines and checklists prepared in Spanish by a team in Barcelona building on their experience with one of the strongest PBS to date. You can find this document on our site if you go on the left menu to: 3. Learning Curve/Public information/Print resources/Spanish Overview. Very useful and well done by a young team there.

¹⁴ This is a key part of the process of giving ownership of the project to the broadest range of people, groups and interests possible within the community.

¹⁵ It goes without saying that the team retains a fully neutral stance concerning the desirability and feasibility of a PBS. All too often we are seeing people getting excited about the concept, without proper distancing as required to

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7.4.6 Your initial planning checklist

Is your city going to be a good place to create a public bike project? The Brief reports and comments strategically on the following critical criteria for success:

1. Is the city government or main sponsor 100% behind this project?
2. Is the necessary supporting infrastructure in place?
3. What about the weather?
4. And the city's topography?
5. Extent, density and quality of public transit coverage?
6. Are we too small for a shared bike project?
7. Land use/Activity mix?
8. Road /maintenance?
9. Vandalism/bike thefts, public attitudes to public facilities?
10. Cycle clubs, environmental and support groups?
11. Commitment to, capacity for law enforcement?
12. Driver attitudes and skill levels
13. What about that on-street outdoor advertising?
14. Degree of continuing commitment to sustainable development?
15. Are you up to the deep communications and negotiation challenges?
16. So, what's your business plan?
17. Now, where do you go next?



E pur si muove!

Once you have a feel for these how the above look in your city, you should already have a pretty clear idea as to whether it will be worth pursuing this idea. Caveat emptor.

provide sound strategic counsel. First of all, there may be other better ways of obtaining the basic objectives that need to be set out first, whether in terms of mobility, equity, economic impacts, life quality, marketing of the city, tourism, local business, public health, etc. We know that a good PBS can help realize these objectives, but once again there may be other ways to do it. We need to consider them all.

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7.4.7 Phase 2 – Laying a firm base for your project

1. A properly budgeted second step preparatory process is now engaged.
2. Phase 2 team given directions, resources, time table, guidelines to do the next steps
3. City hires experienced consultant/advisor to work with team. ¹⁶
4. A preliminary statement of project, alternatives, etc. made to support outreach effort and encourage initial exchanges with eventual supplier candidates.
5. In this the city's desired role and obligations are clearly set out. (Financial, infrastructure, marketing, policing, insurance, active city participation, etc.
6. Preparations made for
 - Local area audit/benchmarking program
 - And parallel outreach program
 - Local media program to explain this stage intentions and to solicit local inputs in the process
7. Preliminary contact made with eventually qualified suppliers
8. Benchmarking/Outreach program executed
 - Team analyses results, findings, with attention to eventual trouble points and pockets of resistance.
9. Team collects and scrutinizes a full set of RFPs for other projects (good and bad) for review as well as commentaries from experts about strong, weak points
10. A preliminary work program for Phase 3 and 4 is set out and budgeted
11. Presentation to executive authority for go-no go decision



Infrastructure design and enforcement hold the key to success

¹⁶ Good to remember this is not a “bicycle plan” when you select your consultant. That’s part of it, but only part.

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This should be enough to get you started, and at least to give you a fair idea of the kind of effort that this is going to take to make a success of your project. Here are some of the additional phases that every strong project can expect to go through.

- Phase 3 – Operations and Implementation plan
- Phase 4 – RFP process
- Phase 5 – Review and selection of supplier partners
- Phase 6 – System deployment and preparation
- Phase 7 – Start-up
- Phase 8 – Year 1 reviews and recommendations
- Phase 9 – Year 2 project (with modifications)



The public transport interface

7.4.8 Concluding note to city leaders

1. You will do well to give a careful look at the idea of creating a city bike program and putting this “new technology” to work in your city in the near future.
2. All of the key pieces and information needed for doing this right are in place and readily available to you.
3. We recommend that every city and community have a careful look at how they might best handle this largely unexpected opportunity. The first step will be to check out your local cycling environment checklist that you will find detailed in the Planner’s Workbook above. If once you have had a good look at that you see that you may have a possible fit, we recommend that your people dig deeper
4. You will do well to be fully aware of past experience, pitfalls and limitations, (And the present report and its many extensions and references should serve you as a good starting place to acquire this necessary knowledge.)
5. We encourage you to give careful thought to alternative ways to plan, finance and deliver your best service. The example you see here for the Paris Vélib’ is an interesting one -- but it is only one of the options that you should be looking at.

Your city’s, your personal commitment to sustainable development? If it’s not there, your project has little chance for real success

One of the most interesting and useful things that can come out of your study of such a path-breaking innovation for your city, is the way in which, by its extreme and in many ways unfamiliar innovation, it more or less naturally forces you to rethink the entire transportation problematique of your city in much broader terms. This means that once you have planned and put in that successful new city bike system, your program of problem-solving, innovation and adaptation in the sector will only be getting started. Success has this way of transforming us all. But this time you will be looking at it with an entirely different set of premises

As you will see these innovations and approaches can be made to interlock and work together to move toward a new mobility environment for your city. So you will do well to consider each of these great ideas one by one on their individual merits -- and in parallel to see further how they be fitted together and reinforce each other, and in the process encouraging and reinforcing yet other kinds of innovations and adaptations as needed to give your city the best mobility system and fit with the opportunities and constraints of this very different 21st century.

We have no hesitation in making these recommendations.

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7.4.9 Be aware! It is going to alter your city in fundamental ways

Our transportation choices do a lot more to us than merely trundle us from A to B. These are not entirely innocent or abstract choices. They tend to shape us and our lives (and our environment) in many surreptitious ways, ways that we never anticipated at the outset of the new pattern we were joining. And this is just as true of Vélib' as with the rest.

If we recall what happened in the last century when so many of us shifted over to our own cars, the impacts that they had on the organization of our daily lives, the places in which we live and work, the time we had with and for our families, the economics of our households, and of course the environment . . . In a phrase, they changed, or at least challenged, a lot more than any of us had ever imagined when we made those choices.

Once we are aware of this, we should be able to better anticipate and understand the potential impacts of a shift of at least part of our trip-making to a system like Vélib'. If you look at what happens and then think about it a bit, you will see that they are potentially enormous for your city.

Our transportation choices, made originally for whatever go, end up as a basic metric that shapes many aspects of our daily lives. The keys, once you get technology and economics out of the way, are speed, distance, environment and social impacts. A society based predominantly on an all-car, no-choice system of transportation organization is, as we have seen all too clearly in the last fifty years, going to lead to spread development, with all of the resource, environmental and social implications that this entails. And while there are many reasons for making these day after day choices once you have your own car, it is at the very least a good idea to be aware of what they engender.

Now, what a good public bike project can do is to provide the people who use it with a new set of metrics. All of a sudden they are traveling shorter distances and at much lower speeds (though incidentally a bike is just about the fastest way to get around in traffic in Paris), they serve to change our ideas about proximity, the closeness of the things that we want and need in our daily lives. A city observed and lived in at ten kph on the street is a very different matter from one raced through at fifty or ninety in a closed metal box.

Our attitude and expectations start to change. As we spend more time at these lower speeds we start to expect more from our cities and neighborhoods. Which opens up new opportunities for local business and public services.

Just as the motor car has succeeded in gutting many of our cities, so too can the public bike begin to play an important role in revitalizing the center. And that for towns and cities of all sizes. Moreover, this time we can make the choice instead of sitting back and waiting for it to happen to us.

Finally a society based on cycling and human powered movements is far more engaged in making sure that the place in which they live and work. Thus one result of your new city bike project is going to be a more active and engaged citizenry.



Can't be too careful

In the beginning was transportation

7.4.10 References and follow-up

Our pick of a first handful of selected print and program sources at which we think you as a busy decision-maker are most likely to want to have a look to decide about and eventually plan your project.

[NICHES EU project](http://static.scribd.com/docs/7vh1w45s1pf1q.swf?INITIAL_VIEW=width) - http://static.scribd.com/docs/7vh1w45s1pf1q.swf?INITIAL_VIEW=width
Public Bicycles : New Seamless Mobility Services. Excellent policy summary. Recommended reading for anyone looking into creating or supporting a public bike project for their city.

[Smart Bikes: Public Transportation for the 21st Century](http://www.nctr.usf.edu/jpt/pdf/JPT%207-2%20DeMaio.pdf)
Paul J. DeMaio. <http://www.nctr.usf.edu/jpt/pdf/JPT%207-2%20DeMaio.pdf>

[Spicycles Project - collaborative Bike sharing program](http://spicycles.velo.info/Themes/BikeSharing/tabid/92/Default.aspx)
<http://spicycles.velo.info/Themes/BikeSharing/tabid/92/Default.aspx>.

[Vélo'v : un service de mobilité de personnes à transférer](http://benoit.beroud.free.fr). <http://benoit.beroud.free.fr>
Benoît Beroud, Mobility Consultant, 25 Sept 2006

[Wikipedia on Public Bikes](#)

As you might suspect, a useful starting place to dig in with our international topic. Also sections on PBS in other European languages are very useful.

[Bike-sharing.blogspot.com](http://bike-sharing.blogspot.com)

Provides information on the emerging public transportation mode of bike-sharing.

[World Bike-Share map](#)

Strong visual clues showing 2nd and 3rd generation bike-sharing programs world wide.

[Guía metodológica –para la implementación de sistemas de bicicletas públicas](http://www.ecoplan.org/library/guia-metodologica.pdf)

<http://www.ecoplan.org/library/guia-metodologica.pdf>
Guide for planning public bicycles in Spain. Nov. 2007

[Comparaison des Systèmes Automatisés](#)

By Benoît Beroud, Mobility Consultant, 25 Sept 2006. Good 2006 overview; strong on Lyons project. (In French, with English language summary)

[Bike/transit integration](#)

Several related background articles from the TDM Encyclopedia of the Victoria Transport Policy Institute, Canada, Looking into various ways of integrating bicycling and public transit travel, including cycling access to transit stops and station. Provides many references.

[World City Bike Collaborative](http://www.citybike.newmobility.org/) – <http://www.citybike.newmobility.org/>

Open collaborative program with rich information and leads on planning and implementation.

You may also find it useful to take contact with people who have hands-on knowledge of how to make city bikes work. One good listing of these is available at <http://www.taskforce.worldcitybike.org>

To the readers of this draft chapter:

This section as it appears here at this point is probably a bit too long and detailed to serve as a typical profile in this context. It would seem to me that a 5-8 page nicely written introduction is really what is called for in this context.

(Author background note - if necessary)

Eric Britton



“One of those outstanding innovators whose work will have the greatest likely future significance and impact over the long-term... and likely to remain one of the “key players” in the technological drama unfolding in coming years.”
– World Technology 2002 Environment Award citation.

Born in Mississippi, Francis Eric Knight Britton studied the physical sciences at Amherst and Columbia College (A.B.), and later the PhD program of the Graduate Faculty of Economics at Columbia University (PhD Cand.), with a dissertation on technology, economic development, job creation and public policy in the Italian South. Over this period he was an Amherst and Columbia Scholar, later in the Graduate Faculties an International Fellow, winner of the Dante Alighieri Prize, and recipient of a doctoral research grant from the Italian government and a Fulbright Fellowship.

In parallel with teaching economics and working on his dissertation at the University of Rome, Eric founded EcoPlan International in 1966, an independent forum of observation, reflection and counsel on issues involving technological change as it effects people in their daily lives. Over the years in his for-profit work he has initiated, participated in, and carried to completion a wide range of advisory assignments and research and demonstration projects aimed at providing decision counsel to government, business and the volunteer sector on thorny issues of technology, economy and society.

The geographic focus of his work extends to more than thirty countries, with advisory assignments in cities ranging from the compact Westport CT and path-breaking Ahmanson Ranch project in CA, to advisory work in places as far ranging as Adelaide, Bilbao, Bogota, Bridgeport, Paris, Perth, Saigon, Sao Paulo, Stuttgart, Toronto, and Zurich. He has served as high level consultant to the United Nations, OECD, European Commission, ILO, and a long list of national and regional government agencies, and as a visiting lecturer at US and European universities.

Eric devotes considerable time to pioneering public interest projects involving new technology, sustainable development and social justice. A common theme in his work is the strategic adaptation of technologies, products, and institutional structures to changing technological, resource and environmental requirements (and perceptions). The vehicle for this work is an open cooperative founded in the early seventies, The Commons: Open Society Sustainability Initiative.

Over the last decades he has created and supported more than twenty international group problem-solving networks which bring together thousands of people and groups around the world that are looking into new and often unusual ideas for sustainability and long term economic viability in cities. One of the most active of these is the highly ambitious New Mobility Agenda program originally created in 1988 and for which you can find full information at <http://www.newmobility.org>.

In June 2002 Eric was awarded the prestigious [World Technology Environment Prize](#) for outstanding achievement. Through 2001-2002 he served as chair of the international jury and senior advisor to the [Stockholm Partnerships for Sustainable Cities](#), a program with which he maintains a long term interest. In 2000 he and Enrique Peñalosa, then mayor of Bogotá Colombia, were co-awarded the [Stockholm Environment Challenge Prize](#) for 'outstanding socio-technical innovation'.