

Chapter 11. Recommended Implementation Steps for Pilot Project

The implementation steps recommended are considered according to the three traffic environments as described in the study, which are:

1. The physical environment.
2. The organizational environment, and
3. The attitudinal environment.

It is imperative for the pilot project realization that all three environments are addressed and adapted simultaneously. The feedback questionnaire has to at least some extent revealed doubt by the user groups about the administrations sincerity and competence in initiating necessary traffic measures. By approaching traffic mitigation on all three levels, organizational changes in traffic management are backed up by physical adaptations and vice versa. Traffic can change visually in accordance with established objectives, guiding principles and the following indicators for improvement according to user opinion:

- ⇒ An increase in the number of tramcars, and thus the presence of an efficient form of public transportation.
- ⇒ An increase in human space and space for commuting on foot.
- ⇒ Improved management of parking.
- ⇒ Increased traffic law enforcement.
- ⇒ Public relation efforts concerning traffic.
- ⇒ Increased participation in traffic organization.
- ⇒ An increase in green space.

As an additional feature in response to the results of the feedback questionnaire, the study suggests to incorporate the Internet as a tool for PR purposes and possible votes on critical issues in traffic management. It is very important to restore user confidence in the sincerity of the administration regarding mitigating measures on traffic issues. The Internet allows for an efficient feedback-loop with users concerning their traffic environment. Especially after CMU has introduced additional fees over the last terms to establish a network of computers for students and teachers, this measure might prove very popular.

The study further recommends initiating the pilot with changes to the physical environment, e.g., start constructing roofed over walkways as soon as possible and before introducing PPP/UPP fees. This measure by itself will already improve traffic at campus considerably and find support of all user groups alike.

It is the study's opinion that the university administration should provide a frame for traffic management according to the objectives and guiding principles established in the study and approved by the user groups in the feedback questionnaire. Within this frame, a public forum should add input to the detailed planning and realization process of the pilot. The decision to implement PPP/UPP or not should rest with the university administration alone, but the details of its measures should incorporate user groups as much as possible.

The study considers it equally important that traffic measures based on this study are implemented as a whole and that, once the process of change is initiated, the pilot in its complete form is finished as efficiently and as quickly as possible. Any extended period of discontinuation will create a complete, new set of user traffic behavior and new forms of personal transportation management, which might alter implementation conditions of the pilot to such a degree that it cannot be established successfully.

Concerned environments:



Figure 16: Implementation steps of the pilot

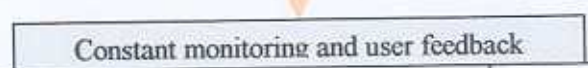
Phase 1	1. Start construction of roofed-over walkways. 2. Separate concerned parking lots according to vehicle type. 3. Establish the silent zone of the pilot project.	1. Start organizing traffic management separated into three main environments. 2. Introduce guards equipped with megaphones. 3. Prepare the set-up of the TMU	1. Initiate a CMU traffic week. 2. Call a public forum on traffic. 3. Distribute information material on traffic related issues on campus.
Step 1			
Step 2			
Step 3			



Phase 2	1. Transform traffic space into human space based on land-site design principles. 2. Build the tram-stops for line 1 and prepare the tramcar depot. 3. Introduce road-turtles in critical traffic areas.	1. Establish the TMU. 2. Introduce basic user fees and related ambient standards. 3. Lift all bans on individual transportation. 4. Prepare private sector services for traffic.	1. Publicize results of the forum via the Internet. 2. Vote on critical issues via the Internet. 3. Offer financing for student activities and research related to traffic and the environment.
Step 1			
Step 2			
Step 3			



Phase 3	1. Introduce tramline 1 to the public. 2. Prepare campus for tramlines 2 and 3. 3. Extent network of roofed over walkways. 4. Re-design and improve bicycle lanes.	1. Introduce private sector services for traffic. 2. Introduce the Pigouvian taxation fee and related standards. 3. Establish full traffic control according to PPP/UPP.	1. Announce and initiate non-motorized vehicle competitions. 2. Publicize results of phase 1 and 2 over the Internet. 3. Call a second public forum on traffic.
Step 1			
Step 2			
Step 3			



Phase 4	1. Introduce tramlines 2 and 3 to the public. 2. Prepare campus for tramline 4. 3. Transform silent zone into activity area. 4. Re-organize parking lots.	...Additional measures according to feedback and research...	1. Start organizing the E-party. ...Additional measures according to feedback and research...
Step 1			
Step 2			
Step 3			