



AN **EMPOWERED** DELIVERY **TEAM:**  
SKILLS, **MOTIVATION** AND **MANPOWER**



# I



## CHAPTER 4. AN EMPOWERED DELIVERY TEAM:

**A** shared planning vision supplemented by a delivery team possessing strong appreciation for cycling as well as specific expertise and adequate manpower is a recipe for success for many cities. It is important to entrust cycling programmes to delivery teams possessing skills and staff commensurate to the task. This is often not the case. Many European cities do not have cycling departments, while others rely on improbable or miniature units that inevitably become mere symbolic set-ups. Experiences in this chapter are shared primarily from Brussels, and also Copenhagen.

Lead Contributors:  
Frederik Depoortere (Brussels) and  
Niels Tørsløv (City of Copenhagen)





## SKILLS, MOTIVATION AND MANPOWER

### 4.1 Delivery team skills and motivation

The skills and motivation of the delivery team directly influence the successful execution of a cycling vision. Having a dedicated part of your organisation dedicated to cycling from the beginning can help, as witnessed in Vienna (see Chapter 1). All of the necessary competencies should be incorporated and appreciated at each level of the organisation. These include architects, traffic planners, street designers, traffic safety officials, and road maintenance teams. Once in place the good craftsmanship will be apparent - and sometimes yield quite surprising positive results.

Highly skilled architects and designers can make a big difference both to the short and long term acceptance and use and should not be underestimated. A proper design is user-friendly and communicates a sense of importance and appreciation of the user. A poor design will probably not last for long - and will have a hard time receiving positive attention.

INSERT PHOTOS ON AESTHETICS, EXAMPLES FROM NIELS

The delivery team should be equipped with the power to make necessary changes to professional culture. Innovative results will come from the delivery team within the organization.

In Copenhagen, the ability to remove snow effectively on cycle tracks, or the good design of the footrest in front of traffic lights, was not developed by engineers or managers. Those user-centric results originated from members of the staff that embraced the idea of the cycling city in their daily work routines. To stimulate these effects it is recommended to train selected key members of the staff, to value innovative ideas and to carefully consider recruitment of new staff members that are ready to take the challenge.

A highly capable administration will also have positive relations with elected politicians in power. It will benefit from a proper dialogue with other city representatives - and probably most importantly, it will facilitate on-going communication with citizens.



### 4.2 Including support of stakeholders and grass roots organisations

Including stakeholders and grass roots organisations on your delivery team is advantageous, especially when manpower or political support is limited.

Political support for cycling was low in Brussels in the beginning, especially on the municipal level. The creation of Pro Velo, in 1992, was a first step in empowering the few cyclists that were left. Continuous public funding for advocacy groups since the nineties led to numerous promotional activities such as Dring Dring, the annual bike fest, cycle to work and to school activities, and a development of cycling know-how with users themselves. With the help of these efforts, public opinion shifted, and a general consensus was created that cyclists had a right to the city. The same organisation developed an education programme in schools that helped reverse a situation in which parents were no longer teaching their children how to cycle.

Brussels cycling NGO's have been invited to a regional bicycle commission since 1998, to help improve the quality of new road designs. With no initial political support, a small budget, and almost no staff for cycling at the public administration, funding NGO's was the best bet for Brussels.

The role of local stakeholders and grass roots organizations is further discussed in Chapter 5.



"Working on behaviour changes implies that the bike should not remain a specialist's business but that all stakeholders in the city should act at their level to promote cycling in the various projects. The challenge in terms of driving change is therefore important internally for Nantes Métropole: all operational departments should include the issue of cycling development in their discussions."

*Jacques Garreau, Vice President of the Greater Nantes*

# I

"In a good situation, you should not need a special cycle team - if everyone thinks bike, it's not necessary. However, the real challenge is not the city workers, but often is the politicians who must have the courage to support bikes. We need the courage to invest in bicycles' in the broadest sense; 'The bicycle is the new car'."

*Jeanine van Pinxteren, Chair of the executive committee of the city-centre borough of the city of Amsterdam*



## 4.3 Integrating cycling with city planning

Integrating cycling with city planning and across transport fields speeds delivery progress.

In Brussels, the first bicycle route network was accepted in the 1995 Regional Development Plan, and implementation started three years later. Progress was slow, and it was not until a segregated cycle lane was built on the city's main thoroughfare, rue de la Loi (2003), that things really took off. Until then the delivery team consisted of one to three people. As political support grew, cycling became part of the city's strategic goals. Changes in traffic laws resulted and further helped the development of the network. The contraflow law was adopted in 2004, stating that all one-way streets should be open to cyclists riding contraflow. To help non-cycling colleagues and other planners in the Region to improve their designs, manuals were written on contraflow cycling, bicycles and public transport, roundabouts, and more.



## A closer look at cycling evolution in Brussels

The first bicycle plan was adopted in Brussels in 2005, along with the appointment of a 'bicycle manager' to implement it. The plan centred on the four E's of Engineering, Education, Encouragement and Enforcement and was the first complete bicycle policy document for the Brussels Region. By 2009, 65 km of extra infrastructure was built, all crossings with traffic lights got bike boxes (see Figure 4.2), 90% of one-way streets became contraflow streets, and the share bike traffic rose from 1% to 4%. Bicycle staff also grew from three to eleven people, and political support further increased.

2009 saw the launch of Villo, the Brussels public bike system. Although the hilly nature of the city is not really in favour of a well-functioning public bike system, Villo became an instant success, with a total of 5 000 bicycles in 360 stations by the end of 2012.

The Velo-city conference in 2009 was the crowning achievement of the first bicycle plan. More than 800 participants from around the globe joined the conference.

A new bicycle plan was written in 2011, containing a clear message that the quality of bicycle infrastructure has to be 100% on all streets in order to reach the goal of 20% modal share in 2020. At the core of the new bicycle plan was the doubling of the annual infrastructure budget, from five or six million Euros to eleven million a year, in order to complete work on the 19 Regional routes and build solid infrastructure on major roads. New signage was also part of this plan, as seen in Figure 4.3.



## 4.4 Balancing hard and soft measures

A lot of cities face the chicken and egg discussion : how can we get people to cycle if there's no infrastructure, and how can we build infrastructure if there's no cyclists to use them?

A motivated and capable staff can help make the right choices for a city when it comes to balancing hard and soft measures in a cycling programme. It is clear that a main road cycle network will speed up the increase of cycling. Once a cycle lane was built on rue de la Loi in Brussels, numbers went from 60 cyclists an hour on the parallel route, to 500 on the main road. Still, a segregated infrastructure model can be a non-starter in a beginner city. It probably takes 30 to 40 years to build a Copenhagen-style network, which can be demotivating for planners, politicians and cyclists alike. That's why Brussels has first developed the cycle network on local streets, parallel to main roads. Other areas to consider as early targets are dangerous points or the pinch points which dissuade cyclists.

Some other softer measures that were effective in Brussels include distribution of over 1000 maps each month, painting cycle lanes (and decreasing car capacity), and signposting. The bicycle maps detail all existent and proposed infrastructure, as shown in Figure 4.4. The basic idea is that you have to reserve space for cycling whenever you can.

Chapter 9 discusses this balance between hard and soft measures.



## 4.5 Conclusions

This chapter discusses some of the key areas of influence of the cycling delivery team, and the importance of skill, motivation, public and user involvement, integration, and informed choice making. These skills are important throughout various transport fields including planning and design.

The examples presented from Brussels are particularly relevant for any city that faces similar challenges they faced: car dominance in land use, limited local political support and a slow change in attitudes. Brussels would be a strong case to prove that even the most difficult places can change their mobility paradigm, even with a small initial delivery team.

### Key messages for administration

- ▶ The dedication to cycling issues must be present and energetic on the highest management level.
- ▶ The ability to conduct changes is crucial.
- ▶ Credible documentation and preparedness is key.
- ▶ Power of execution will make sure that initiatives do not stay on paper.
- ▶ The skills and competence of the administration must be in place.

## Copyright

The CIVITAS Initiative is co-funded by the Energy and Transport parts of the EU's RTD Framework. This publication is produced under the auspices of CIVITAS MIMOSA, a collaborative project of the CIVITAS Initiative, funded through the EC's Seventh Framework Programme for Research and Technological Development. All text in this publication is based upon the experiences gathered by the editorial board of CIVITAS MIMOSA and by the contributing authors. The images used have been provided by CIVITAS MIMOSA and by the contributing authors, unless stated otherwise.

## Legal Notice

Neither the EC, nor any person acting on behalf of the Commission, is responsible for the use that might be made of the information contained in this publication. The views expressed in this publication have not been adopted or in any way approved by the Commission and should not be relied upon as a statement of the Commission's views.

