

MULTIMODAL TRANSPORTATION  
PLANNING BEST PRACTICES AND  
INTEGRATION OF TRANSPORTATION  
TECHNOLOGIES

GETTING STARTED

**EXERCISE**  
**SHARED MOBILITY AND SMART  
CITY TECHNOLOGIES**  
**<START HERE >**

CARD

**A-1**

# Getting Started

## Start Here > Rules of Play

### Participant Roles

1

#### Players

Players are all persons directly involved in the exercise. Players will respond to the situation based on their experience and knowledge.

#### Facilitators

Each group will be assigned one facilitator to help the group begin discussions, keep time, and help ensure that the group stays on task to complete the discussion activities within the allotted time. The facilitator will also share their experiences and relevant examples.

### Guidelines

2

1. This two-hour exercise will be held in an open, low-stress, no-fault environment. Varying viewpoints, even disagreements, may occur.
2. Assemble into breakout groups with your cards and map.
3. Respond based on your knowledge and experience; there are no right or wrong answers in this exercise.
4. A city profile and other written materials and resources serve as the basis for discussion. The exercise is not designed to be an accurate model of how things actually work in the real world!
5. Your facilitator will present the “Getting Started” cards for ten (10) minutes as well as the following Inject cards
6. Assign a note-taker to capture data and a briefer to present the summary at the end of the exercise. This can be the same person, and they should fully participate.
7. Review the material on the inject cards within the specific times.
8. Focus on the concepts and have fun!

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GETTING STARTED

**EXERCISE OBJECTIVE**

CARD

**A - 2**

## Getting Started Objective

To gain a better appreciation of the challenges and opportunities associated with **shared mobility and smart city technologies** and how planning at a regional scale can bring these technologies into improved future multimodal systems to meet public goals.

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GETTING STARTED

**EXERCISE MATERIALS**

CARD

**A - 3**

# Getting Started Exercise Materials

## Getting Started Cards

The large group facilitator will go through each of these cards before beginning the scenario discussion. These cards will familiarize your group with the exercise materials and fictitious country profiles.



## Exercise Inject Cards

Each card presents an exercise update and action steps.



## Table Map

The exercise is based on a capital city based on real world case studies. Familiarize yourself with the map geography and key.



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GETTING STARTED

**CITY SUMMARY**

CARD

**A - 4**

## Getting Started

# City Summary (1 of 2)

### Summary

**Xipara** is the capital city of Rei and has a metropolitan area population of 8.6 million. It is located in the inner country with a very dense population and severe seasonal weather that frequently washes out roads. Xipara is located at the border with Biamore, a neighboring country which has a large port that is used by Xipara's economy. The economy is driven by a rapidly growing textile industry, which is largely responsible for a doubling of the city's GDP over the last decade. The textile factories tend to be located inside the city and move their product out to the port using trucks, a source of significant congestion and delays to local and cargo traffic. Accompanying the city's economic growth is a significant increase in population: hundreds of thousands of Reians are leaving the rural cotton fields for the factories of Xipara. With this rapid urbanization, the population of Xipara is estimated to increase by 15% over the next 10 years.

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GETTING STARTED

**CITY SUMMARY**

CARD

**A - 5**

## Getting Started City Summary (2 of 2)

### Summary

Given the fast pace of population growth in the city, the existing capacity of the transportation system has quickly become unable to meet demand. Beyond the lack of capacity, the system is notoriously unreliable due to deferred maintenance and a lack of capital investment. The popular informal three-wheelers and aging bus system have become dangerously over-loaded and are inadequate for meeting the needs of a growing population. In response, the city has developed a new transportation development plan that promotes a better modal mix and more efficient project delivery by involving the private sector with Public Private Partnerships (3Ps). This seven-year plan includes two main projects: 1) an integrated railway project dedicated to goods movement along a main corridor between the city's industrial zone and a new dry port located at the border with Biamore; 2) a BRT system that will serve the city and its suburbs and expand on service offered by the existing bus system. Liberalization of the transport sector has opened the door for the implementation of new technology. The city is home to a growing number of innovative upstarts, including the ride-hailing platform RideSpot.

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EXERCISE INJECT CARD

# INJECT 1

## SCENARIO

# INJECT 1 > Introduction

Card Lead: Facilitator // Activity Time: 5 minutes

This exercise will focus on [shared mobility and smart city technologies](#). At the end of this exercise, your small group will be asked to brief the outline below to the other exercise groups. You do not have to take this action now but keep this outline in mind as the exercise progresses.

### REFLECTION SUMMARY OUTLINE

Your group will present your:

1. Transportation goal prioritizations
2. Recommended solution to the Xipara Metro Council (XMC) leadership

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EXERCISE INJECT CARD

**INJECT 2**

## SCENARIO

# INJECT 2> Exercise Set Up

Card Lead: Breakout Group Facilitator // Activity Time: 5 minutes

## ACTIVITY

- You are a member of a team of transportation planners working for the Xipara regional transportation planning and management agency, Xipara Metro Council (XMC)
  - XMC is responsible for strategic, long-range multimodal planning for the Xipara metropolitan area transportation system and coordinates multimodal service
  - XMC conducts technical data analysis and develops comprehensive plans; the plans and analyses focus on transportation but are tied to key economic development, land use, demographic and social trends.
  - XMC serves as a regional coordinator, ensuring that transportation activities led by the provincial and local governments and the private sector are aligned with XMC's agency-wide goals

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EXERCISE INJECT CARD

**INJECT 3**

## SCENARIO

# INJECT 3> Goal Review

Card Lead: Breakout Group Facilitator // Activity Time: 5 minutes

### ACTIVITY

- Review the following five (5) transportation goals.
- Briefly discuss their application in the Xipara metropolitan area.

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INJECT 3

**TRANSPORTATION GOAL 1**

CARD

**3-1**

Inject 3

## Transportation Goal 1

**Expand access**



**Broaden mobility options and access to public transportation throughout Xipara, particularly in areas of the city currently undeserved and among vulnerable populations (e.g. the elderly, mobility impaired).**

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INJECT 3

**TRANSPORTATION GOAL 2**

CARD

**3-2**

Inject 3

## Transportation Goal 2

**Improve safety**



**Reduce the number of incidents and fatalities in Xipara on all modes, including pedestrians and travelers in non-motorized vehicles.**

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INJECT 3

**TRANSPORTATION GOAL 3**

CARD

**3-3**

Inject 2

## Transportation Goal 3

### **Enhance reliability and efficiency**



Prioritize making travel predictable on Xipara's transit and roadway networks through improved management of the existing system and modernization of outdated physical infrastructure.

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INJECT 2

**TRANSPORTATION GOAL 4**

CARD

**3-4**

Inject 3

## Transportation Goal 4

**Promote economic opportunity**



Improve the movement and connectivity of people and goods along key economic corridors in a manner that promotes equitable economic growth, creates jobs, and enhances productivity.

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INJECT 3

**TRANSPORTATION GOAL 5**

CARD

**3-5**

Inject 3

## Transportation Goal 5

**Encourage opportunities  
for stakeholder collaboration**



Foster a coordinated and collaborative institutional approach that brings together transportation stakeholders and seeks to align activities. Stakeholders include government and public agencies, international development organizations, the private and informal sectors, and the traveling public.

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EXERCISE INJECT CARD

# INJECT 4

## SCENARIO

# INJECT 4> Goal Prioritization

Card Lead: Breakout Group Facilitator // Activity Time: 15 minutes

## ACTIVITY

- Prioritize the five (5) transportation goals
- Only two (2) items may be designated as “high priority”
- Be prepared to discuss your decisions during Inject 6

Transportation Goal	Priority (Low, Medium, High)	Rationale (Please note any adjustments to the project needed based on the prioritization)
Expand access		
Improve safety		
Enhance reliability and efficiency		
Promote economic opportunity		
Encourage opportunities for stakeholder collaboration		

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EXERCISE INJECT CARD

**INJECT 5**

## SCENARIO

# INJECT 5> Scenario/Challenge Review

Card Lead: Breakout Group Facilitator // Activity Time: 45 minutes

## ACTIVITY

- Review one of the following three (3) scenarios, challenges, and required actions as directed by your group facilitator
- Be prepared to discuss with the larger group your discussions and decisions during Inject 6

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INJECT 5

**SCENARIO 1**

CARD

**5-1**

## Inject 5

# Scenario 1

A group of entrepreneurs in Xipara recently developed a smartphone application called RideSpot that pairs passengers with local drivers who provide trips using their personal vehicles. RideSpot is gaining popularity across the city as riders are drawn to its reliable on-demand service and safe, comfortable vehicles. Though the costs of a ride are higher than a trip by informal three-wheeler or traditional cab, the price is coming down as the network of RideSpot drivers continues to expand across the city. This expansion is causing outrage among cab drivers and three-wheeler operators who face unemployment should they be replaced by the competition. XMC is facing increased pressure from the mayor to address concerns around social equity and RideSpot's impact on existing modes. Activists have argued that RideSpot's costly service benefits a wealthy subset of Xipara's residents at the expense of lower- and middle-income travelers. Further, transit officials fear that the growth of services like RideSpot will reduce public transportation ridership and potentially undermine the political momentum behind the planned BRT system. As the RideSpot grows, its fares are falling and its coverage has expanded to include portions of Xipara currently underserved by the existing transit system. However, in response to the strain caused by increased competition, a coalition of cab drivers and three-wheeler operators have banded together to protest the application. The coalition has threatened to strike, a move which could completely halt travel in the city and disrupt the lives of millions of residents.

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INJECT 5

**CHALLENGE 1**

CARD

**5-2**

## Inject 5

# Challenge Card 1

The coalition is calling for XMC to instate an outright ban on RideSpot citywide. While there is no doubt that disruptive innovations like RideSpot have the potential to displace a large number of workers, the agency is concerned that banning the service might compromise some of the accessibility improvements it offers and signal a hostility to innovations that could stifle entrepreneurial activity in the transportation sector. Thus, the XMC board is proposing a measure that would fall short of a total ban, instead blocking RideSpot from offering rides to and from the city's international airport and within the Xipara International Business District (XIBD). Having briefed representatives from the taxi coalition on this proposal, it seems like a compromise that will prevent a strike at least in the short term. Working with RideSpot's management, XMC would require the creation of a "geofence" within the app that would prevent users from requesting a pickup or drop-off at the airport or within the IBD. Traditional cabs and three-wheelers would be able to continue serving the airport. Alternatively, XMC can commit to supporting innovative services like RideSpot. In fact, XMC staff are currently developing a pilot project with RideSpot that would offer subsidized first- and last-mile rides to transit stops in neighborhoods along the existing network. This would increase access for underserved residents and may help reduce some of the equity concerns around RideSpot. However, the agency would face significant backlash from the influential taxi lobbies – especially since public dollars will help run the pilot. The pilot, and the continued growth of RideSpot generally, will ultimately result in the loss of jobs for cab drivers and three-wheeler operators as the service expands with XMC's support.

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INJECT 5

**ACTION 1**

CARD

**5-3**

## Inject 5 Action 1

- Discuss the merits of both approaches, in addition to any alternative solutions your team would propose instead
- Use your group's previous rankings of the Transportation Planning Goals to recommend a solution to the XMC leadership

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INJECT 5

**SCENARIO 2**

CARD

**5-4**

## Inject 5

# Scenario 2

Last year, an agreement was reached between the governments of Biamore and Rei and Rei's national railway operator to finance the construction of a new integrated railway project, connecting the industrial zone in Xipara to the new dry port at the border with Biamore. This US\$400 million project dedicated to freight transportation will significantly reduce congestion along the Xipara-Biamore corridor by segregating local traffic from freight traffic, as goods currently moved by truck would now be carried by the new railway. A few months after signing the agreement, the Biamore government withdrew its support and funding, a decision driven primarily by political pressure instigated by the election of a new political party. With the railway project in limbo, congestion along the corridor has continued to worsen during peak travel, constricting the movement of goods and motivating some of the city's prominent manufacturers to consider relocating.

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INJECT 5

**CHALLENGE 2**

CARD

**5-5**

## Inject 5 Challenge Card 2

A consortium of influential businesses and freight providers, frustrated with the stalled railway project, has approached the XMC demanding a solution that will offer efficiency gains in goods movement along the central artery in the medium term (roughly 2-5 years). The mayor has validated their concerns and, in doing so, put pressure on XMC to develop projects that can offer results in this tight timeframe. Given the immediacy of the demands, XMC leadership has directed the planning team to take costly and time-intensive capital investment proposals off the table instead focusing on technical fixes that can be rolled out quickly. In pursuit of a technical solution, XMC has decided to start by taking stock of potential data sources that might help further characterize the nature of congestion along the Xipara-Biamore corridor. Earlier this year, an international development agency, the Global Transport Fund, constructed a Traffic Control Center (TCC) that now collects congestion data along the central artery using traffic sensors, supported and partially funded by the Xipara City Government. The sensors measure overall travel speed along the corridor as well the volume of freight and personal vehicles throughout the day. Although the city was initially enthusiastic about the TCC, applications that use the TCC data to address this congestion along the corridor do not yet exist. XMC also discovered an existing data sharing partnership between the Biamore Ministry of Transport and the Biamore-Rei Port Authority (BRPA). Through this agreement, the Ministry has access to information on wait times and congestion levels at the border. As was the case with the TCC data, applications that use the border traffic data in a way that impacts travel along the border have not yet been developed.

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INJECT 5

**ACTION 2**

CARD

**5-6**

## Inject 5 Action 2

- Given these findings from the survey of potential data sources conducted by XMC colleagues, develop an approach or concept for a technical application using the TCC and border traffic data
- This approach, when implemented, would have the potential to reduce congestion for freight carriers operating along the Xipara-Biamore corridor

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INJECT 5

**SCENARIO 3**

CARD

**5-7**

## Inject 5

# Scenario 3

On the outskirts of Xipara (15 km from city center), Malar Cyber City is attracting major investment from multiple multi-national technology and financial services companies. Compared to textiles and other traditional Reian industries, the jobs created by these new sectors offer better pay and benefits and are attracting large numbers of educated young workers. Most of these workers live in Xipara and commute daily to their jobs, relying on a mix of overcrowded public buses, three-wheelers, motorbikes, and small, independently-run informal buses. While Malar Cyber City continues to grow rapidly, the transportation infrastructure linking it with Xipara remains underdeveloped. Delays and congestion are common. In addition, the country's international airport is located approximately halfway between Xipara and Malar Cyber City, and the congestion created by the large numbers of commuters is frustrating the Airport Authority of Rei (AAR) and the business communities in both areas.

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INJECT 5

**CHALLENGE 3 (PART 1)**

CARD

**5-8**

## Inject 5

# Challenge Card 3 (1 of 2)

To combat the congestion, the XMC is planning to add a dedicated bus lane to the main roadway linking downtown Xipara to Malar Cyber City and expanding XMC's public bus service, ultimately quadrupling public transit capacity along the route. Moreover, this line will be integrated into the planned citywide BRT network, giving commuters throughout the city improved access to the growth in Malar Cyber City. This project has an estimated cost of US\$60 million. Several upstart companies, including RideSpot, have also approached the XMC offering to provide dynamically-routed small vans that will pick-up and drop-off commuters traveling between Xipara and their offices in Malar Cyber City, as well as improved first-mile, last-mile connectivity at the major BRT interchanges. Despite these plans, the business community is skeptical about the project, concerned that the project will not adequately address the growing numbers of commuters, particularly the growing class of workers buying private vehicles. Similarly, the Airport Authority of Rei (AAR) is worried that business travelers using the airport will continue to experience delays.

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INJECT 5

**CHALLENGE 3 (PART 2)**

CARD

**5-9**

## Inject 5

# Challenge Card 3 (2 of 2)

In response to the XMC's plan, the Airport Authority of Rei (AAR) approached the XMC with a proposal to partially-fund the construction of a six-lane highway that would link Xipara and Malar Cyber City and include an interchange with the airport. The AAR has hired a private contractor who conducted a feasibility study and determined the cost of the project would be US\$275 million. AAR would pay \$25 million and a consortium of Reian and international companies would invest US\$200 million, but the XMC would need to contribute US\$50 million. The consortium would utilize a "Build-Operate-Transfer" or "BOT" model Public-Private Partnership and manage the highway for 30 years. Based on the projected costs, the average price for a motorbike or passenger vehicle riding the length of the motorway would be equivalent to US\$2.00, a substantial cost for many Reians but increasingly affordable for those working higher-level jobs in the Malar Cyber City. Also, the planned motorway passes through one of the poorest neighborhoods in Xipara, and any possible alignment of the highway would require moving approximately 400 residents into a resettlement zone that will assure them better living conditions but increase the overall costs to the XMC.

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INJECT 5

**ACTION 3**

CARD

**5-10**

## Inject 5

# Action 3

- Discuss the merits of both approaches in addition to any alternative solutions your team would propose
- Use your group's ranking of the Transportation Planning Goals to recommend a solution to the XMC leadership

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EXERCISE INJECT CARD

**INJECT 6**

## SCENARIO

# INJECT 6> End of Exercise Reflection

Card Lead: Breakout Group Leads // Activity Time: 30 minutes  
(5 minutes per group)

## ACTIVITY

- Using the outline below, present a five-minute summary of your group's discussion and findings
- Summarize your rationale to other groups

## REFLECTION SUMMARY OUTLINE

Present your:

1. Transportation goal prioritizations from Inject 4
2. Recommended solution to the Xipara Metro Council (XMC) leadership as directed by the "action" card from Inject 5

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