ShareDiMobiHub

Strategic Communication Plan

Neighbourhood Hubs 2023-2025

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Summary sheet

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Project partners

Organisation	Abbreviation	Country
Province of Utrecht	ProvU	Netherlands
Capital Region of Denmark	CRD	Denmark
Vestfold and Telemark county	VTFK	Norway
Subpartner: Statens vegvesen	SVV	Norway
Subpartner: Tønsberg kommune	TK	Norway
Subpartner: Porsgrunn municipality	PK	Norway
Subpartner: Skien municipality	SK	Norway
Promotion of Operation Links with Integrated Services	POLIS	Belgium
City of Amsterdam	AMS	Netherlands
City of Leuven	LEU	Belgium
University of Antwerp	UAntw	Belgium
Transport Authority for the Amsterdam Region	VRA	Netherlands
Mpact	Mpact	Belgium
Autodelen.net	Auto	Belgium
City of Rotterdam	ROT	Netherlands
Hamburg University of Applied Sciences	HAW	Germany
University of Applied Sciences Utrecht	HU	Netherlands

Document history

Version	Date	Organisation	Main area of changes	Comments
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Preface

Hubs are increasingly mentioned when discussing how to keep the city of Amsterdam liveable and accessible. The Amsterdam Hub Vision was adopted by the board of mayor and aldermen in December 2021. This vision provides direction and offers action perspectives on this complex issue.

Traffic and transport in the city and region are in transition. The municipality imposes new requirements. Vehicles and vessels must be zero-emission. We want less strain on our historic bridges and quay walls. We would like to reduce inconvenience from traffic, cars, coaches and trucks. And we see opportunities (and threats) in new developments in public space and mobility, including ongoing digitisation.

Neighbourhood hubs seem set to become an important building block for the realisation of a clean and car-lite city. Therefore, we need to be smart about determining hub locations and their use. The municipality and other authorities therefore have an important role to play.

We propose to start with launching initiatives. One such initiative is setting up Neighbourhood Hubs in collaboration with the Transport Authority for the Amsterdam Region. By seeking collaboration with various knowledge institutions and clear agreements with the region and market players, it is possible to achieve an unified system that is recognisable and functional for users.

A Neighbourhood Hubs implementation programme will be launched, and this communication plan is meant to ensure that communication supports the objectives of the Neighbourhood Hubs. Internally so that connections can be sought with adjacent projects and programmes, but also externally aimed at the many stakeholders, makers of the Neighbourhood Hubs and the eventual users.

Much of this Neighbourhood Hubs concept is new, which means an open and inquisitive attitude is important so that we can learn along the way. This way, hubs can become an inseparable part of our mobility system and our city.

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1. Programme description

Amsterdam residents want to live and work in a liveable city, with enough space for relaxation, greenery and clean air. Amsterdam is therefore placing increasing demands on traffic and transport in the city, such as tightening the environmental zone, parking measures and weight restrictions for heavy traffic. With Neighbourhood Hubs, we provide more mobility options, which maintains and improves the city's accessibility. Neighbourhood Hubs have the potential to make better use of space in an increasingly densified city.

A Neighbourhood Hub is a hub in a multi-modal mobility network, where different modes of transport and associated infrastructure converge within walking distance of residents. A Neighbourhood Hub acts as an interchange or transfer point in the journey, with on-site dual use providing space-efficient solutions on a small scale in the neighbourhood. Neighbourhood Hubs (including indoor private hubs) are primarily intended to offer shared mobility for residents.

Role of municipality

The role of the municipality varies from one Neighbourhood Hub location to another. The municipality may itself be the initiator of a hub, but may also have a more directing or stimulating role. In new area developments, we see the municipality having to take on a more organisational role. The municipality is pursuing the following principles when developing hubs:
- Hubs are recognisable and unified: designed according to the same principles.
- Connected and interchangeable: transport is interchangeable between hubs.
- Accessible and reachable: every Amsterdam resident, visitor and commuter can use hubs.

Neighbourhood Hubs implementation programme

The City of Amsterdam is starting a learning organisation in the form of a Neighbourhood Hubs implementation programme. This programme brings together all knowledge and developments in the field of Neighbourhood Hubs and coordinates the municipal task. The task will be realised in close cooperation with the implementation Programme Shared Mobility and Programme for car-lite or restricted-traffic city zones, CTO smart mobility, the zero-emission mobility team and the departments of Parking, Economic Affairs, Land & Development, Parking and Real Estate.

The programme:
- Is account holder for external parties such as commercial organisations, neighbourhood initiatives and other authorities.

- Takes initiative for new sites and secures existing and new (temporary) sites in municipal organisations and policies.
- Is the central point of contact and coordinator for Neighbourhood Hubs within the municipal organisation. The programme seeks connections between the various municipal tasks (such as car-lite or restricted-traffic city ones, clean air, waterborne transport and logistics) and exploits opportunities to use hubs as one of the solutions to contribute to a car-lite city.
- Drives initiatives, secures knowledge gained and draws general conclusions.
- Together with the region and market players, looks for funding opportunities (such as Europe, central government, province and Transport Authority for Amsterdam Region) for innovation and renewal.
- Makes agreements with market players on locations and funding.
- Coordinates the space task for Neighbourhood Hubs arising from tasks from the policy agendas of car-lite, air quality, boating and waste, among others.

2. Communication issues and strategies

2.1 Communication tasks

In this communication plan, we distinguish the following communication tasks and thus three levels of communication:

1. Explaining what Neighbourhood Hubs contribute to (why)
2. Involving stakeholders in creation of Neighbourhood Hubs (how)
3. Recognisability and use of Neighbourhood Hubs by users (what)

2.2 Communication strategies

A Hub is a comprehensive concept with many related projects and programmes. Communication about hubs will take place at different levels and from different communication tasks. All communications together tell the complete story. It is important to communicate a common starting point (why) including the benefits, with further elaboration at project and hub level (how and what). This creates a congruent story. This means that the overall communication must be centrally controlled (read: needs sufficient capacity) and holds one's finger firmly on the pulse of any developments in that area.

All three levels should reinforce each other. We deploy the following strategies:

- Internal branding: to win externally is to start internally. With 16,000 employees, the municipality of Amsterdam is the largest employer in the city. By experiencing and utilising the hubs-message internally, it becomes stronger externally. (1, 2, 3)
- Positioning: anchoring (benefits of) hubs in people's minds and target groups as a node in a multi-modal mobility network, where different modes of transport and associated infrastructure come together. And that acts as an interchange or transfer point in the journey, with on-site double use providing space-efficient solutions. (1, 2, 3)
- Issue management: influencing perceptions about hubs by talking about it in the media and on socials. (1,2)
- Participation strategy: involving target groups in creation of hubs. Looking for new insights and solutions together. (2)
- Brand activation: introducing and experiencing shared transport to the target audience to create positive associations. (3)
- Fan strategy: fans make fans. Involving 'believers' (early adopters) in communication. (3)

To implement these strategies, we take the following approach:

- Foundation in place and central point: key messages, Q&A's, force field analysis, www.amsterdam.nl/hubs, presentations, unified icon language, infographics, 14020, hubs@amsterdam.nl, image database, tamtam (intranet platform) etc.
- Join other existing communication about infrastructure: municipality, stakeholders and other parties who can spread our message.
- Campaign(s) hubs to create the right associations and get people to use it, in collaboration with other programmes.
- Collaborate with shared mobility providers (they remain responsible for their own communication and business) and other relevant partners.
- Committing to behavioural change, including opportunities when a personal mobility situation may change: e.g. when moving to or from Amsterdam, when changing jobs, new employer, new transport etc.
- Understanding and connecting to personal drivers: use of language, storytelling.

We track and research whether our strategies and approaches are having the desired effect through the following indicators:

- Website visits: numbers, duration, topics, returns, click-throughs, etc.
- Types of mails coming in at hubs@amsterdam.nl
- Social media: numbers, how hubs are talked about, etc.
- Stakeholder attitudes
- Use of hubs

3. Approach, target group and resources

We are creating a central information point on hubs that will help everyone with their questions and information needs. This is expressed through its own web page (www.amsterdam.nl/hubs) explaining the benefits of hubs (why) and with an overview of hubs (what). But it must also be organised in such a way that any questions from users and stakeholders are properly addressed and further deployed in the organisation. A central mail address (hubs@amsterdam.nl) is part of such an information point. Each task level needs its own approach. Below is an initial outline.

3.1 Explaining what Neighbourhood Hubs contribute to (why)

The starting point of the hub vision is that a roll-out of a network of Neighbourhood Hubs can contribute to the following tasks for the city and region:

- The car-lite city (restricted traffic zones): increasing pressure on public space calls for space-efficient solutions
- The liveable and sustainable city: increasingly stringent emissions requirements for vehicles are emerging with the aim of healthier air and meeting climate targets, making it more difficult for combustion-engine vehicles to enter the city
- The accessible city: by providing hubs, more mobility options are offered, we remain an accessible city and measures can be taken to protect vulnerable quay walls and bridges.

Hubs also contribute to other policy priorities, such as strengthening regional and urban public transport. Now that the hub vision has been established, we can communicate the vision and added value of hubs both internally and externally. Now we need to continue the story and repeat it regularly.

3.2 How do we inform users about neighbourhood hubs (how)

Next year, eight Neighbourhood Hubs will be realised along public transport lines in areas where public transport options have been limited until now. The Neighbourhood Hubs to be realised in 2023 are;

1. Isolatorweg

2. Holendrecht

3. Henk Sneekvlietweg

4. Bullewijk

5. Bijlmer Arena (Hoekenrodepad)

6. Kraaiennest

7.   Strandvliet

8.   Appeltjesmarkt

Not all hubs are the same. At the moment, we cannot provide a blueprint for the roles of the municipality and the market. Where the municipality has a more directing role, participation with the immediate environment is likely to be more intensive. Although this may vary from one location to another.

Each type of hub deserves its own approach, but we roughly distinguish between the following target groups.

Internal

Internally, we distinguish between the following target groups:

- City Council and Mobility, Public Space Council Committee
- Colleagues from Shared Mobility programme, Car-lite Agenda, CTO smart mobility, Zero-Emission Mobility Team and departments of Parking, Economic Affairs, Land & Development, Parking and Real Estate, Services and 14020

External

Externally, we distinguish between the following target groups:

- Shared mobility providers
- Expert professionals: makers, transport and logistics companies, operators, MRA, Transport Authority for Amsterdam Region, etc.
- Employer organisations and their interest parties
- Other authorities: G5 (5 large municipalities), surrounding municipalities, province of Noord-Holland
- Users: Amsterdam residents travelling within and from Amsterdam, commuters, leisure/visitors and their interest groups

Amsterdam has several corporate channels where we can spread our message and where we can highlight the opening of hubs. For example socials, newsletters, Krant Amsterdam. We do this by involving the editors, but also colleagues from Amsterdam Bereikbaar, Duurzaam020, Zero-Emission Mobility Team, Zuidoost Bereikbaar, Zuidas. This requires a key message, Q&A, news release and perhaps an animation that properly explains the added value of Neighbourhood Hubs. Colleagues from

14020 will be informed so they can deal with any questions that may arise. The extent to which new Neighbourhood Hubs are highlighted in the press will be coordinated with the spokesperson.

Resources/actions

- Stakeholder analysis: internal and external
- Create overview of stakeholders and internal communication opportunities
- Core message, Q&A, news release
- Mailing internally + increase number according to Tamtam page
- Make presentation
- Make summary / Praatplaat
- Animation
- Employ corporate channels: editors, 14020
- Media: Parool, city newspapers, AT5, NH Nieuws, national media, professional journals

Depending on the type of Neighbourhood Hub, the target groups have different roles in its creation. Each hub needs its own communication plan and approach. These can be very simple if the target audience is already clear, such as with hubs along public transport lines. But it can also be more extensive if the hub not only serves different target groups, but also has a key function in everyday life (e.g. Hub Appeltjesmarkt).

3.3 Recognisability and use of Neighbourhood Hubs by users (what)

Once the Neighbourhood Hubs are in place, they need to actually be used. This means users need to know where the hubs are and be able to recognise them on the street as a hub with an appearance that meets municipal (Puccini) requirements and know what the (im)possibilities are per hub (supply).

To create uniformity for users nationwide in the appearance of the hubs, agency Mijksenaar was engaged to design branding. Based on what was already there, they have created a recognisable hub style that each municipality and region can interpret in its own way. This gives the Neighbourhood Hub its own branding, icons, design principles and materialisation.

The landing page www.amsterdam.nl/hubs will be set up to contain all important information regarding hubs. A point to note here is that there is already a BuurtHubs page that is under www.amsterdam.nl/deelvervoer. It makes more sense to place this under the hubs page. The involved communication advisers co-create the content and decide on how the various hubs will be accessed on the website. A digital map showing the hubs has also been developed.

As soon as a hub is completed, it is campaigned toward users, local residents and stakeholders. This involves posters, socials, etc. By involving providers, trial promotions are among the possibilities. This depends on the size of the hub and whether it is in a densely populated area.

Resources/actions

- www.amsterdam.nl/hubs
- Digital map with hubs
- Coordinate wayfinding and icon language
- Make agreements with providers and stakeholders
- Campaign: trial promotions, PR, social media, guerrilla actions, animation, Nextdoor
- Develop toolkit
- Maas app: Will they include Hubs?

4. Planning and organising communication around opening Neighbourhood Hub

Objective

•   Inform and enthuse (groups of) residents about the Neighbourhood Hubs

•   Inform Amsterdam residents about rationale and benefits of the Neighbourhood Hub

•   Create support in the neighbourhood and encourage residents to participate and be involved in the implementation of the Neighbourhood Hubs

•   Inform and enthuse own organisation about Neighbourhood Hubs

Long-term:

Hubs should become a household name. A brand and perhaps a verb.

Communication strategy and key message

The communication message is given a positive approach: the municipality wants to make Amsterdam a liveable, sustainable, innovative and above all future-proof city with clean air (and where any freed-up space is given back to residents). We need to involve Amsterdam's residents.

It is good to figure out who our target audience is for which hub. Indeed, this may be different depending on the type and size of the hub (e.g. whether it is a neighbourhood hub or district hub), its location and what is offered in the hubs.

1. Which target groups are in the area?
    a. Near residential area:
        i. Announcement letter for residents
        ii. Discuss actions with providers
        iii. Update Neighbourhood Hubs website
    b. Notify companies at business park via:
        i. Personal contact
        ii. Via mail/letter
        iii. Discuss possible promotions with providers
        iv. Update Neighbourhood Hubs website

c. With mixed function:
   i. Letter to area > Residents and businesses
   ii. Discuss possible promotions with providers
   iii. Update Neighbourhood Hubs website

5. Budget

To get the basics right in terms of communication around the Hubs programme, an amount needs to be set aside. For now, we are assuming € 25,000 for things like an animation, Praatplaat, photographer, developing hub brand style, etc. This does not include the hiring of communication capacity.

The hub projects each have their budgets and communication costs fall under these budgets.

Appendix 1: Fact sheet

What is a hub?

1. Hubs are recognisable and unambiguous: designed according to standard design principles.

2. Hubs are part of a network and means of transport within hubs are interchangeable.

3. Accessible and reachable: every Amsterdam resident can use hubs.

Types of Hubs

Neighbourhood Hubs

Public space. Fixed, flexible or digital points in neighbourhood streets where small-scale public offerings of electric shared transport converge. Preferably always within a 5-minute walk.

District hubs

Developed as part of area development or when transforming existing car parks or petrol stations. Central places in residential areas where ample transport and function converge. In combination with other functions such as parcel logistics and charging infrastructure.

City hubs

Mainly train stations. Embedding urban shared mobility.

Regional hubs

Central locations on the outskirts of the city and in the region where the transition from urban

to regional transport network and vice versa takes place.

P+R

Car parking plays a central role. Remote parking for permit holders.

Logistical hubs

Central locations on the outskirts of the city and in the region where the transition of logistics takes place for entering and leaving the city.

Why are hubs important?

A hub is a place in the neighbourhood, district, city or region where different transport flows come together and where various alternative transport options are offered to fulfil the ambitions of a car-lite city and relieve public space. Think of smaller and more efficient means of transport, such as bicycles, scooters or public transport. This will optimise accessibility inside and outside the city without compromising on public space for greenery, play and recreation etc.

Neighbourhood Hub

1. Reduce car ownership and use in the neighbourhood, creating more space for other uses.

2. Increase mobility options for residents and prevent transport poverty.

3. Improve air quality.

4. Reduce on-street parking.

District Hub

1. Reduce number of required parking spaces in the district, both on-street and indoor.

2. Fewer (delivery) car journeys into the district.

3. Offer shared mobility options at a central location for residents.

4. More room for (social) facilities in public spaces.

City Hub

1. Better public transport accessibility.

2. More mobility options (into and out of the city) and more connection with shared mobility.

3. Fewer car journeys into the city resulting in visitors parking less in the city.

4. More potential for densification of areas around city hubs.

Regional Hub

1. Capture regional road network car traffic.

2. Fewer parking spaces needed in the city, so more space.

3. More mobility options.

Hub objectives

With hubs, we provide more mobility options, which maintains and improves the city's accessibility. Hubs have the potential to make better use of space in an increasingly densified city. With hubs, we can ensure a good transition from inconvenient and space-intensive means of transport like the car, to smaller and more efficient means of transport, such as bicycles, scooters or public transport. Hubs thus contribute to a more liveable and greener environment.

How are we going to do it?

What measures are needed to establish hubs and to what extent are external stakeholders involved in this? For smooth running, a transparent cooperation is needed between neighbourhood, government, market and knowledge institutions.

1. Realising neighbourhood hubs

Electric shared transport in a hub near you.

2. Transition of petrol stations

Transform petrol stations into neighbourhood hubs.

3. Redesigning car parks

Transforming existing car parks into neighbourhood hubs.

4. Train stations

Embedding shared mobility at train stations.

5. Area development

Hubs with new construction, transformation and redevelopment of existing districts.

6. Shared mobility

Stimulating and facilitating shared mobility providers.

7. P+R system

Further development and expansion of P+R system.

8. Logistical hubs

9. MaaS

Plan, reserve and book.

Appendix 2: Key message

What is going on?

December 2021, the board of mayor and aldermen established the Amsterdam Hub Vision. A hub is a junction where different types of transport come together. Travellers can transfer here and goods are transferred to other modes of transport. In the coming years, more and more hubs will appear in and around Amsterdam. Ranging from neighbourhood and district hubs with (electric) shared transport to logistics hubs and city and regional hubs connecting to major public transport hubs.

Why do we do this?

More and more people want to live and work in Amsterdam. To keep the city liveable and accessible with enough space for leisure, greenery and clean air, we are making increasing demands on traffic and transport. This includes tightening the low-emission zone, parking measures and weight restrictions for heavy traffic. We stimulate the transition from ownership to use by increasing the supply and demand of shared transport. And make switching from one mode of transport to another within a journey increasingly easy and transparent. Hubs provide more mobility options and make better use of space in an increasingly densified city.

How do we do this?

The success of hubs also depends on the cooperation between the many parties involved in hubs: governments, market players, knowledge institutions and interest groups. Because it is not only Amsterdam that is working on hubs. Other municipalities and regions are also setting up hubs. Much of this is new, which means an open and inquisitive attitude is important so that we can learn along the way. This way, hubs can become an inseparable part of our mobility system and our city.

To create uniformity for travellers nationwide in the appearance of the hubs, agency Mijksenaar was engaged to design branding that is recognisable, but which each municipality and region can interpret in its own way.

An experiment with Neighbourhood Hubs is currently ongoing in Amsterdam. Small-scale hubs in residential areas where the neighbourhood gets to decide which electric shared transport will be located there. In total, there will be 17 Neighbourhood Hubs, and by the end of 2022, the functioning of these Neighbourhood Hubs and whether these types of hubs contribute to the transport task will be evaluated. During the experiment, the Neighbourhood Hubs have their own distinctive branding.

A hub at the Arnold Schönberglaan in Zuidas started in June 2022. A place close to Station Zuid where shared bikes, shared scooters and shared cars can be picked up and returned. Travellers will thus have additional options to travel in and out of the district. Construction of eight hubs along the public transport lines will start in July 2023 (partly made possible by the Interreg subsidy). The first hub will be realised at the Isolatorweg.

www.amsterdam.nl/hubs lists the various hubs and what the options are for each hub. E-mail address hubs@amsterdam.nl is the central means of communication.

The ShareDiMobiHub Consortium

The consortium of ShareDiMobiHub consists of 13 partners and 4 subpartners with multidisciplinary and complementary competencies. This includes European cities and regions, universities, network partners and transport operators.

Regional authorities and cities
- leuven
- PROVINCIE :: UTRECHT
- The Capital Region of Denmark
- Gemeente Amsterdam
- Vestfold og Telemark FYLKESKOMMUNE
- Gemeente Rotterdam
- TØNSBERG KOMMUNE
- PORSGRUNN KOMMUNE
- SKIEN KOMMUNE

Universities
- HAW HAMBURG
- University of Antwerp — TPR | Department of Transport and Regional Economics
- UNIVERSITY OF APPLIED SCIENCES UTRECHT

Network organisations
- AUTODELEN.NET
- mpact
- POLIS — CITIES AND REGIONS FOR TRANSPORT INNOVATION

Transport authorities
- Statens vegvesen — Norwegian Public Roads Administration
- Vervoerregio Amsterdam

For further information please visit https://www.interregnorthsea.eu/sharedimobihub