

FAST TALK

Interviews by Kate Rockwood

Janette Sadik-Khan
> Commissioner
**NEW YORK CITY
DEPARTMENT OF
TRANSPORTATION**
> NEW YORK, NEW YORK

> Paving a New Path

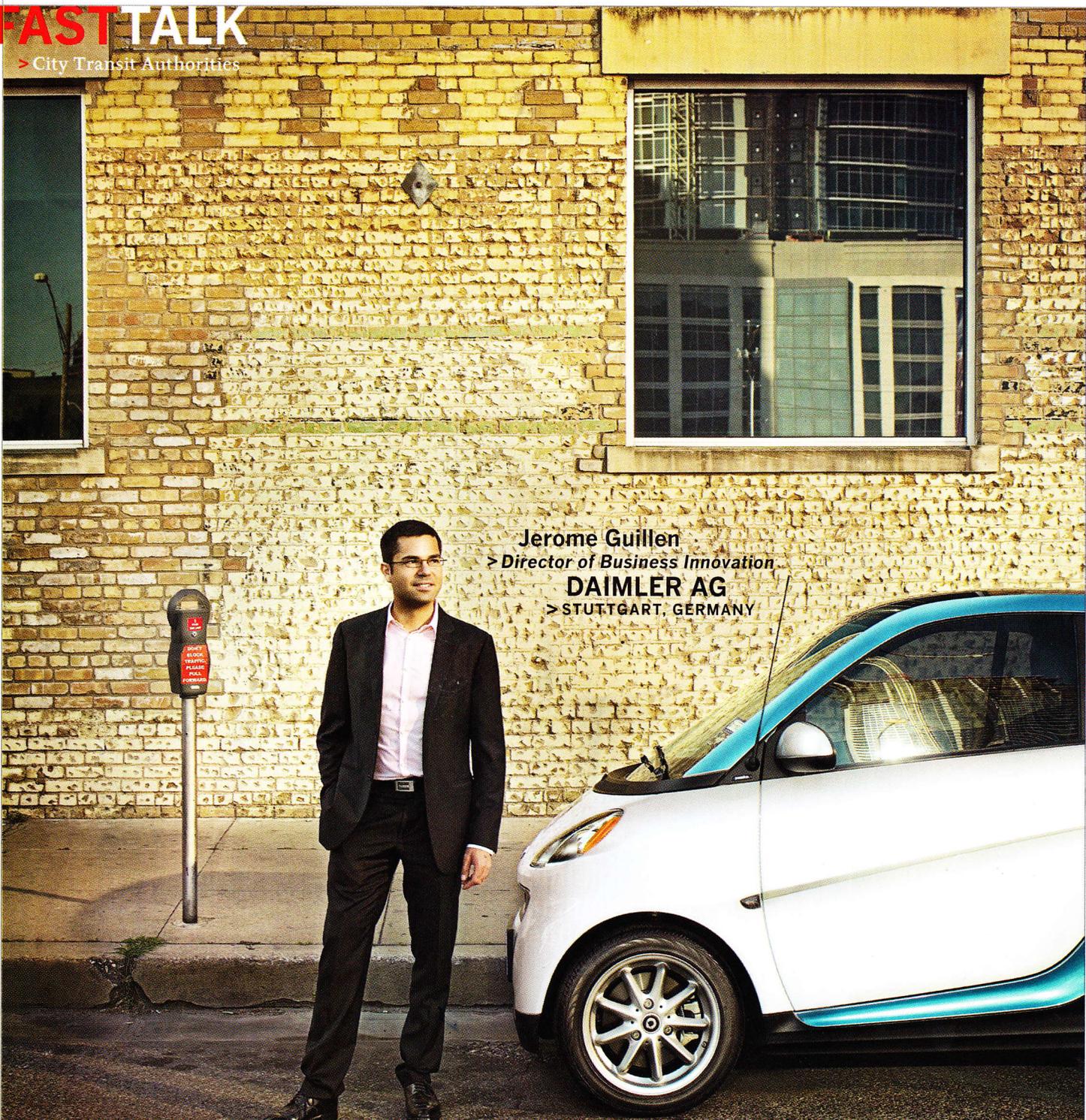
Congestion, pollution, and volatile fuel costs are inspiring cities and companies—even automakers—to entice urbanites out of using their cars.

Walk This Way

JANETTE SADIK-KHAN, 49, cut through the congested knots of Manhattan traffic with a novel concept: Close some roads to cars. Green Light for Midtown, a project launched last May, has turned lanes of Broadway in Times Square and Herald Square into pedestrian zones—and sped up traffic.

"Half a million people go through Times Square each day. It's 90% pedestrians and 10% vehicles, yet 90% of the space has been allocated to vehicles. In an urban environment as complex as New York's, with more than 6,000 miles of streets, in-demand public space, and another million people expected to come here in the next 20 years, we can't accommodate everyone by just triple-decking our roads. We're changing our streetscape's DNA with more trees, benches, and good design, and with bus and bike lanes and pedestrian areas, so that it's about more than just moving cars from point A to point B.

These changes improve the flow of the city, better people's health, and it's also great for the environment. We're not going to be able to maintain the quality of life and the economic attractiveness of world-class cities by continuing to jam more and more traffic and congestion through them."



Jerome Guillen
> Director of Business Innovation
DAIMLER AG
> STUTTART, GERMANY

Get Smart About Car Use

JEROME GUILLEN, 37, has used Daimler's Smart brand to launch Car2go, a car-sharing service. Its program pilot, in Ulm, Germany, has attracted nearly 10% of the city's driving population; its first U.S. initiative begins later this year, in Austin.

"More and more people are living in cities, where more than 40% of households don't have a car. That percentage is increasing; people are giving up on ownership. We asked, How can we provide individual transportation to those who cannot or do not want to own a car?

Car2go lets people rent a Smart vehicle by the minute, hour, or day, and each one includes fuel, insurance, and cleaning. Eighty percent is spontaneous, meaning without reservations, and 90% of the time, cars are picked up in one spot and dropped off in another.

This flexibility allows us to reach the next generation of drivers. Thirty percent of our users in Ulm are between the ages of 18 and 25, and another 30% are between 25 and 35. Austin has 55,000 students downtown. They're not going to a Smart or Mercedes dealership to buy a car. We want Car2go to be profitable on its own, but if it generates some brand loyalty that transfers to car purchases when people's situations change, obviously we would be delighted."

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Kerstin Hanson

> Business Innovation Manager

VOLVO GROUP

> GOTHENBURG, SWEDEN

Motivate With Measurements

KERSTIN HANSON, 43, developed a "CO₂ pedometer" application for cell phones, which measures commuters' carbon emissions. Inspired by the data, Hanson's test group altered its behavior and reduced its carbon footprint by 30%.

"The main reason people drive to work alone is because that's what they usually do. We want to promote efficient transport solutions, and sometimes public transportation is the right option, which helps free up the roads for drivers.

With the pedometers, we wanted people to make a conscious choice by visualizing the consequences of their driving habits. People suddenly start to think, Maybe I don't need to take the car today. In business, what gets measured gets done, and it's the same for individuals. People feel a sense of accomplishment in reducing their CO₂ emissions and even compete with colleagues to see who can reduce the most. It lets us use the carrot instead of the whip to help people change their behavior."

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Create a Smooth Transition

ANDRÉA WHITE-KJOSS, 35, modeled her full-service cycling centers on a similar idea already popular in Japan and Europe. More than a dozen bike stations have opened in such places as Palo Alto and Berkeley, California; Seattle; and, most recently, Washington, D.C.

"Our existing transportation system has been built around the automobile—parking, service, fuel—and we need the same sort of system around other forms of transportation. The biggest reasons people give for not biking to work are fear of theft and the inconvenience of showing up sweaty and in bike clothes. With a service hub like Bikestation, people can not only securely store their bikes but also use the shower rooms and changing facilities, buy equipment, take classes, use the on-site maintenance-and-service station, and ask for advice.

There has been a great deal of interest from not only cities and universities but also transit systems, which are adding these into existing stations. You can park 36 bikes in the same space you need to park one car. They realize that something different needs to be done to build ridership. A bicycle isn't ideal for every situation, but a seamless, robust ecosystem lets it be an easier option."



Andréa White-Kjoss
> CEO
**MOBIS TRANSPORTATION/
BIKESTATION**
> LONG BEACH, CALIFORNIA

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Take Health to the Streets

GRANT HARRISON, 45, created B-cycle—automated kiosks that let riders rent bikes at prices akin to mass transit—at Humana, in partnership with Crispin Porter + Bogusky and Trek. The national rollout will bring 50,000 bikes to a dozen U.S. cities in the next three years.

“Health-insurance companies have to change. We can’t focus solely on policy reform; we’re hoping to become a health-creation company. The focus for us is to make fun things healthy. Fifty percent of people drive to work less than 5 miles in their cars. They could be doing this on a bike. If somebody starts commuting this way, within a year, he or she will have lost 13 pounds on average.

When we launched our companywide bike-sharing program, 2,400 of our 10,000 employees signed up to use the bikes within the first six weeks and 12% of those people hadn’t ridden in years. When you get people on two wheels, you unlock this feeling of being a kid again. Biking is going to be a great advocacy source for change for cities and for health as well.”



Grant Harrison
> Vice President of the Innovation Center
HUMANA
> LOUISVILLE, KENTUCKY

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Create a Cooler Alternative

MICHAEL LEJEUNE, 45, heads a 20-person in-house design studio tasked with bringing more riders aboard L.A.'s public-transportation system. He led the campaign design for this summer's expansion of Metro Rail's Gold Line, a light-rail line that connects Pasadena with downtown and East L.A.

"Public transportation has never been a cool idea in Los Angeles. We probably have the worst traffic in the country, and people regularly commute two hours or more a day, yet drivers of all stripes steadfastly cling to their cars. Our goal is to make Metro cool.

To compete in one of the most media-saturated cities in the country, we're trying to inject a sense of fun and personality, like the herb-seed packets we'll slip under the ticket windows to frequent riders. For our weekly passes, we designed 52 different colorful and typographically beautiful cards, with a different green tip printed on each. To get people excited about the Gold Line, we designed T-shirts that show the light-rail entwined with the colors of the different Metro lines. It's about getting people to engage with the brand more and then get out of their cars."