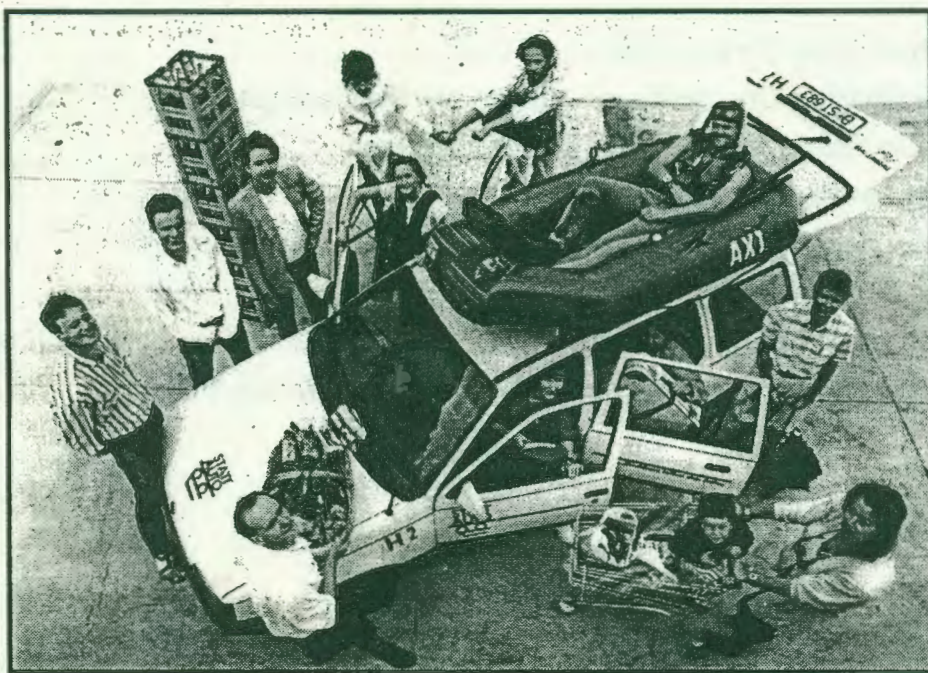


OZAWA

# *A CarShare Ignition Program*

## *for Portland, Oregon*



**A Proposal**  
**for the Planning Workshop**  
**by Carshare Cascadia Mobility Consultants**

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*Cover Photograph: Some of Berlin, Germany's STATTAUTO ("Without Cars") carsharing cooperative members enjoy the fruits of membership (RAIN magazine, 1994)*



## INTRODUCING the COOPERATIVE VISION

When people and institutions pool resources, they transcend individual limits. Urban civilization testifies that people can create a richer life together that far surpasses what each could accomplish alone. Creative innovations such as public-private partnerships and multi-media communication display the advantage of synergy.

Likewise, when individuals and institutions pool existing *mobility* resources, there emerges a dynamic innovation in how people can get places. Where most persons can afford only one vehicle, and most institutions can best offer just one service, pooled resources allow a rich variety of affordable, convenient options and fosters a flexible and efficient transportation system.

The cooperative vision goes beyond a car pool. Instead, it represents a new way of viewing mobility. It transcends a certain vehicle, like, for instance, a car. It promotes mobility in terms of the travelers themselves--modern, mobile, flexible, and efficient individuals who, rather than tie down their resources into a single private vehicle, instead enjoy a variety of mobility options at their finger tips. For the cooperative traveler, a virtual corporation emerges from the variety of agents of mobility--taxis, transit, trains, planes, bicycles and automobiles. Car sharers graduate to an advanced concept of modern mobility. Instead of *purchasing a vehicle*, the cooperative traveler uses *cooperative mobility resources*.

However, the cooperative vision goes beyond even shared mobility resources. It promises fundamental improvement in community relationships:

- \*Inexpensive, convenient, ecological options for travelers.
- \*Stronger, more equitable relationships between members of the community.
- \*Re-creation of community support networks for individuals in society.
- \*Democratic, member-owned organizations that serve and reinvest locally.
- \*Symbiotic relationships between car sharing, transit, and other travel modes.

One shared vehicle replaces several private vehicles, eliminating pollution, traffic, parking spaces, and environmentally damaging factory production. Local mobility sharers act together to improve the neighborhood and community. Whether out of a sense of responsibility or for economic and practical reasons, the cooperative concept of mobility makes sense.

To mobilize the cooperative vision, CarShare Cascadia Mobility Consultants proposes a Car Share Ignition Program for Portland. Car sharers enjoy the advantage of an equitable, modern, efficient, cooperative lifestyle. Car sharers carry positive social, economical, and ecological relationships. It is our objective to help mobilize Portland's first car sharing organization.



## The CAR SHARING COOPERATIVE: An Innovative Concept

You need wheels for ski vacations and for in town holiday shopping. So you make that first down payment. Quite an investment! But even as you drive your new car off the lot, it depreciates in value. Over the years it rusts and develops a "personality". You are responsible for all maintenance, cleaning, repair, permits, payments, taxes, and fueling costs.

High initial costs give each incremental trip the appearance of being free, once the gas is paid. You pay so much that you feel obligated to drive your car. So you are stuck, literally spending years of your life within that vehicle. But could you survive without owning a car? Sadly, Americans without access to cars are treated like second class citizens. There are times when boots, buses and bicycles do not suffice. If only you could drive a car when you needed it without the hassles of ownership. "Ownership?" you ask yourself, "Do I own my car or does it own me?"

An easy alternative to ownership is the car *sharing cooperative*, in which members pool transportation resources. The cooperative purchases, maintains, cleans, repairs, and insures its resources, including cars, bicycles, and transit options. Members can reserve a car over the phone, and drive it from the neighborhood car share lot. After the initial entrance fee, payment is only for length and duration of vehicle use, billed monthly. The less the car sharer drives, the less the car sharer pays.

Car sharers enjoy the advantage of having a choice of mobility options: a variety of cars, pickups, and vans, for instance. Usage rates are based on fuel economy and maintenance needs. Discounted transit passes and co-op bicycles are available. In economic terms, car coop members pay the marginal cost of each trip. Therefore, car sharers have incentive to choose the most economical and ecological means of getting around. In this way, car sharing exists as a complement to strong transit systems within and between cities.

Organized and owned by its members, the car co-op exists to serve those members and the broader community, not for profit. A forum of members makes purchasing, pricing, and policy decisions.

So free yourself from the costs, responsibilities, and limitations of private auto ownership. Ride transit to work, with discounted car co-op passes. Drive a compact car--or ride a bicycle--for in-town errands. Haul your furniture and gardening soil in a pickup. Drive a sport utility truck or crew van to the Mt. Hood ski cabin for New Years'. Ride Amtrak to Seattle at a discount, and drive away from the station in an affiliated co-op's vehicle. Transcend a single vehicle existence to the new, modern mobility.

## A CARSHARE IGNITION PROGRAM for PORTLAND

The CarShare Ignition Program is a source of information and inspiration to those interested in joining, creating, or supporting car cooperatives in Portland and the Pacific Northwest. Grounded in a thorough market and feasibility analysis, it will provide a local start-up guide and help form a group of interested people.

The Car Share Ignition Program is composed of six major elements. Listed below, each element is the building block for the next:

1. Effective Communication and Cooperation
2. A Guide to Car Sharing World-wide
3. A Survey of Local Conditions
4. A Network of Car Sharers
5. A Start-up Action Guide
6. Effective Presentation

To achieve its purpose, the Ignition Program depends on all of its elements together. Once ignited, the Program could snowball and eventually help mobilize a car cooperative. At the very least, Cascadia Mobility Consultants will provide one step forward to the day when travelers enjoy improved, inexpensive mobility while driving lightly on the earth.



## IGNITION PROGRAM ELEMENTS: Their Objectives and Tasks.

*(Please see the appendix for a more detailed work program schedule.)*

### 1. Effective Communication and Cooperation

#### *Objective:*

Ensure an effective, efficient, and enjoyable effort that is inclusive to the working members, is open to new ideas, and that places relationships first.

#### *Tasks:*

1. Build a synergistic partnership.
2. Consult regularly with the client Dr. Katzev.
3. Consult regularly with our advisors, Drs. Howe and Ozawa.
4. Integrate with other Workshop project groups.
5. Improve communication and presentation skills.

### 2. A Guide to Car Sharing World-wide

#### *Objectives:*

Learn the lessons from co-operative transportation efforts around the world.  
Create a resource guide for others wanting to learn about car sharing cooperatives in order to ensure our work's usefulness to further efforts.

#### *Tasks:*

1. Collect, review and abstract materials relevant to car sharing.
2. Portray conditions that contribute to or characterize car sharing.
3. Incorporate the materials into a widely and easily accessible information resource.

### 3. A Survey of Local Conditions

#### *Objectives:*

Analyze the regional opportunities and constraints for the formation of a car sharing cooperative organization. Compare local conditions to regions where car sharing cooperatives have been successful or have been attempted.

#### *Tasks:*

1. Systematically seek and capture information, advice, and ideas.
2. Compare transportation alternatives in Portland.
3. Study the experience of alternative organizations in Portland.
4. Analyze Portland characteristics and compare them to car co-op cities.

### 4. A Network of Car Sharers

#### *Objective:*

Mobilize a network of people and organizations who show an interest in car sharing.

#### *Tasks:*

1. Identify, contact, and survey likely car sharers.
2. Create a common information, discussion and networking forum.
3. Engage interested individuals in a proposal for start-up action.
4. Organize a hard-core ignition group.

## **5. A Start-up Action Guide**

### *Objectives:*

- Draw a realistic route map toward the creation of a car sharing organization.
- Assess the level of responsibility and commitment that a start-up will take.

### *Tasks:*

1. Identify the facets of a car cooperative organization.
2. Create an ignition action plan for a car cooperative.
3. Engage interested people as client-partners in the plan.

## **6. Effective Presentation**

### *Objective:*

- Garner awareness, interest, and support from the metropolitan community.

### *Tasks:*

1. Incorporate the elements into media that attract support (grants, etc.)
  2. Engage Workshop classmates and others in several workshop sessions.
  3. Present the CarShare Ignition Program the client, to workshop, to potential allies and sources of support and to interested car share advocates.
- Approach potential allies and supporters with the idea.



## The CLIENT

The principal client is an individual who has acted as a networker and as a clearinghouse for information regarding car sharing cooperatives around the world. He has maintained an informal network of interested car sharing adherents in the region who have expressed an interest in pursuing the creation of a Portland-based car sharing cooperative. In a sense, these individuals may become our partners as much as our clients. It is our goal to serve them in taking steps toward the establishment of a local car sharing cooperative.

### Primary Client:

Dr. Richard Katzev, Public Policy Research

### Secondary Clients:

The aforementioned interested individuals  
Regional and local agencies concerned with mobility

CarShare Cascadia serves individuals who are interested in establishing and participating in an auto sharing cooperative. Relationships will be based on partnership as much as on the client-provider relationship.



## The PARTNERS

### *About CarShare Cascadia*

CarShare Cascadia is a step toward the beginnings of a mobility consulting industry. Mobility consultants provide information and advice to individuals and organizations who travel in the increasingly congested region of Cascadia.

CarShare Cascadia is a partnership dedicated to ecological, efficient, affordable, and innovative ways of getting around. We believe that such mobility options come to individuals through the pooling of resources. Toward that end, CSC facilitates the rise of car sharing organizations in the Portland metropolitan area.

**Graham Clark's** interest in planning is driven by his desire to improve choices in the realm of transportation. His involvement in transportation advocacy from the pedestrian, bicyclist, and transit user's point of view gives him a strong base of knowledge from which to evaluate the merits and shortcomings of transportation proposals. He believes daily life in an urban area is conducive to great freedom of movement while relying very little on automobiles.

Graham is very interested in the quantification of demand and the market feasibility sections of the project. He believes it is important to ground the project in realistic numbers and forecasts. He believes it is possible to increase peoples' choices, decrease their costs, and improve social and environmental factors within the city's transportation system, all through the minimizing of autocentric policies.

His experience as a transportation planning intern with the City of Portland fosters contact with database resources and policy-oriented people. These resources will improve the reliability of the overall project.

**Tom Davis** believes in ecological forms of organization and transportation. He is an avid writer, researcher, and presenter of written, graphic, and verbal information. A student of land use and community development planning, he brings to the team a different perspective on transportation issues—how they relate to community development and equity. Tom does not own a car, and borrows his roommate's old Volvo for trips to the laundromat.

It is Tom's hope that the cooperative be local and democratic, yet economically viable. Tom has studied community development organizations that place service above profit and that recirculate local capital back into the community. His philosophy for a cooperative: let it be democratic and local.



## CarShare Cascadia's PHILOSOPHY

We shall remain true to ourselves, open to one another, and straight forward to those we serve. Ten core beliefs motivate CarShare Cascadia. Each helps guide our efforts in creating the Car Sharing Ignition Program.

### 1. *Opportunity*

Any person should have affordable, convenient choices for getting around. Yet real income falls as congestion and costs climb. Dwindling resources will not fund 1960's era techno-fixes. CarShare Cascadia believes that opportunity will come from a cooperative pooling of existing mobility resources, and that members will enjoy increased overall mobility and choice.

### 2. *Democracy*

Members of local car sharing organizations should play an active role in decision making processes. Car sharers showcase the democratic alternative to bureaucratic or capitalistic organization, and bridge the gap between efficiency and local collective decision making. Our project may motivate people to take collective action for mutual benefit.

### 3. *Cooperation*

CarShare Cascadia espouses collaboration rather than competition. Among car co-ops, which place service before profit, a virtual corporation could emerge, providing members access to mobility options throughout Cascadia. In general, different agents of mobility--cars, transit, etc.--can fuse into a more accessible transport system than a kit of competing parts could provide in sum.

### 4. *Conservation*

CarShare Cascadia shares with our client the belief that it is best to walk--and drive--lightly on the earth. For car sharers, savings and convenience coincide with urban and natural conservation. When personal and social benefit coincide, one may, in Benjamin Franklin's words, "expend only that which you need to do good."

### 5. *Regional Integrity*

For the sake of regional vitality, personal and regional transportation decisions should be made with an eye to their wider societal, economic, and environmental ramifications. Affordable, flexible, and efficient transportation choices serve the health and performance of our region--socially, economically, and environmentally.



*Our working process will incorporate the following five principles . . .*

*6. Commitment to our client*

CarShare Cascadia is mobility consultant and partner in the Car Sharing Ignition Program for Portland. We share core beliefs with our client, and will relate to him as a partner, advisor, and fellow instigator in the Ignition Program. We promise our client a product for use in garnering support and interest in car cooperatives.

*7. Partnership with the community*

CarShare Cascadia will look for advice, ideas, and partners in problem solving. We will help interested members of the community create a network of people and an action program for car share creation!

*8. Education*

We mean to raise the consciousness of citizens, organizations, and agencies to a new way of seeing mobility. We will push forward the concept of the modern, independent individual who is not tied to a single type of vehicle. It is important to transcend the either / or mode of thinking and envision instead flexible, affordable, convenient, and efficient travel for the increasingly congested city.

*9. Innovation*

We are excited to trailblaze the socially responsible mobility consulting and car-sharing industries in Portland. We mean to explore enterprising planning. In the process of creating the CarShare Ignition Program, we mean to self-search and keep an accessible, open-minded spirit. We mean to pioneer a creative revolution in the relationship between the traveler and transportation, local community, the environment, and the organization of society.

*10. Hope*

CarShare Cascadia dedicates itself to a worthy and difficult cause. Many people question whether car cooperatives are possible in America. Most believe that the cult of the private automobile holds complete sway. CarShare Cascadia will present an honest appraisal of the obstacles and opportunities for the development of car sharing organizations in our region.

## APPENDIX : The SIX ELEMENTS of a CarShare Ignition Program

### 1. Effective Communication and Cooperation

#### *Objective:*

Ensure an efficient, effective, and enjoyable effort that is inclusive of the working members, open to new ideas, and that places relationships first.

#### *Tasks:*

#### 1. Build a synergistic partnership.

*Method:* Keep one another informed daily about our work, our ideas, our problems, our contacts, our plans. Do non-project stuff (e.g.. soccer, etc.)

*Responsibility:* Tom Davis and Graham Clark will share responsibility.

*Product:* Smiling faces and a greater likelihood of a car co-op start-up.

*Schedule:* Ongoing.

#### 2. Consult regularly with the client.

*Method:* Frequent meetings with client--bi-weekly at the least. Regular contact via e-mail, phone.

*Responsibility:* Graham Clark will set meetings, keep regular contact, and keep records. Tom Davis will follow dialogue and attend meetings.

*Product:* A single record of important messages and meetings.

*Schedule:* Ongoing, two hours every other week at the very least.

Debriefing session at the end of March.

#### 3. Consult regularly with the advisors.

*Method:* Regular meetings with Deborah and Connie, bi-weekly at least. Regular contact via e-mail, phone. Maintain the same contact with both.

*Responsibility:* TD will be responsible for setting meetings and regular contact. GSC will follow dialogue and attend meetings.

*Product:* A set of minutes recording ideas and suggestions.

*Schedule:* Ongoing, one hour bi-weekly at the very least.

#### 4. Integrate with other Workshop project groups.

*Method:* Relate projects. Actively listen to other groups. Interact with at least one group during workshop class times. Write about it.

*Responsibility:* Full and equal.

*Product:* A journal showing what we have learned from other groups.

*Schedule:* Ongoing.

#### 5. Improve communication and presentation skills.

*Method:* Prepare and practice presentations and sales pitches. Explore new communication media techniques. Improve interpersonal communication techniques.

*Responsibility:* TD and GSC share equal desire and responsibility.

*Product:* Effective communication.

*Schedule:* Ongoing



## 2. A Guide to Car Sharing World-wide

### *Objectives:*

Learn the lessons from co-operative transportation efforts around the world. Create a useful resource guide for others wanting to learn about car sharing in order to ensure our work's usefulness to further efforts.

### *Tasks:*

1. Collect, review and abstract all materials relevant to car sharing  
*Method:* Order and retrieve materials from car sharers. Dialogue with car sharers. Abstract all information. Create a library.  
*Responsibility:* Shared collection and recording. TD will organize library and piece together final resource guide format; GSC will review. Both partners shall do abstracts in polished MS Word 5.1 form.  
*Product:* A car sharing information resource guide.  
*Schedule:* Review the bulk of available materials by January 10. Guide completed mid-March.
2. Portray conditions that contribute to or characterize car sharing.  
*Method:* Analyze the conditions of other cities and the characteristics of their car coops.  
*Responsibility:* GSC will piece together a final matrix if TD will help.  
*Product:* An overview of characteristics in other car coop cities.  
*Schedule:* A presentable matrix for use by mid-January. Ongoing.
3. Incorporate the materials into a widely and easily accessible info source.  
*Method:* Explore available media options from internet to libraries.  
*Responsibility:* TD will identify and act on options. GSC will advise.  
*Product:* Attractive, accessible network/guide to worldwide car sharing.  
*Schedule:* Options explored by mid-January; finished late February.

## 3. A Survey of Local Conditions

### *Objectives:*

Analyze the regional opportunities and constraints for the formation of a car cooperative. Compare local conditions to regions where car cooperatives have been successful or have been attempted.

### *Tasks:*

1. Systematically seek and capture information, advice, and ideas.  
*Method:* Formal and informal meetings with acquaintances, professors, professionals--anyone who may have advice or ideas. Collect ideas in a central document categorized along lines of our matrix. Review and respond to ideas.  
*Responsibility:* GSC will lead and coordinate with his helper TD.  
*Product:* A public listing of ideas: written and on interactive media.  
*Schedule:* Ideas list ongoing. Incorporated on matrix mid-January.

2. Identify and compare transportation alternatives in Portland.  
*Method:* Research and interviews .  
*Responsibility:* GSC will set up interviews and research. TD will help.  
*Product:* A comparative analysis of alternatives: document with matrix.  
*Schedule:* Interviews in Jan. and Feb. Report by mid-February.
  
3. Study and compare the experience of alternative organizations in Portland.  
*Method:* Interviews with co-operative leaders; research on co-ops.  
*Responsibility:* TD will set up interviews and research. GSC will help.  
*Product:* A report on the history of local co-ops and a matrix of organizational strengths of alternatives for comparison to car co-ops.  
*Schedule:* Interviews in Jan. and Feb. Report by mid-February.
  
4. Analyze Portland characteristics and compare them to car co-op cities.  
*Method:* Statistically analyze the social, economic, and physical conditions using the results of Element 2.  
*Responsibility:* GSC will compare conditions. TD will do analysis.  
*Product:* Local conditions analysis that incorporates Tasks 2 and 3.  
*Schedule:* Completed and compiled during the third week of February.

#### 4. A Network of Car Sharers

##### *Objective:*

Mobilize a network of people who are interested in car sharing.

##### *Tasks:*

1. Identify, contact, and survey likely car sharers.  
*Method:* A list of potential active and inactive members. Formal and informal snowball style interviews with questions on needs and desires. Thank yous and continued information for participants. Ask for ideas, advice, concerns.  
*Responsibility:* GSC will be lead interviewer. TD will help & keep roster.  
*Product:* An expanding, documented circle of contacts.  
*Schedule:* Ongoing.
  
2. Create a common information, discussion and networking forum.  
*Method:* Create and maintain a web site, home pages, and internet groups.  
*Responsibility:* TD will create the sites in collaboration with GSC.  
*Product:* An active home page and news group for car sharing lovers.  
*Schedule:* Activated January 12. Ongoing use and maintenance.



3. Engage interested individuals in a proposal for start-up action.

*Method:* Weekly discussions and updates with core group of interested car share advocates, accomplished through electronic mail and telephone.

*Responsibility:* GSC and TD will maintain updates and contacts.

*Product:* Record of discussions along with other notes and minutes.

*Schedule:* Three hours weekly, with a finish date of March 20, and invitations mailed for debriefing session

4. Foster a core ignition group.

*Method:* Through the above contacts, identify a core group of dedicated people who are likely to push the car coop forward. Put them in contact with each other.

*Responsibility:* GSC and TD will foster the group.

*Product:* A proto-ignition group.

*Schedule:* A group set during March.

5. **A Start-up Action Guide**

*Objectives:*

Draw a realistic route map toward the creation of a car sharing organization.

Assess the level of responsibility and commitment that a start-up will take.

*Tasks:*

1. Create an ignition action plan for a car cooperative.

*Method:* Fuse the first four Elements into a comprehensive document that addresses the key issues while not being intimidating to the user.

*Responsibility:* TD will lead and GSC will back up.

*Product:* A comprehensive document, the *Start Up Action Guide*.

*Schedule:* Draft prepared by early March; final by March 20.

2. Engage interested people as client-partners in the plan.

*Method:* Discuss the elements of a start up plan, seeking input and ideas. Distribute the *Start Up Action Guide* to our network of supporters.

*Responsibility:* Equal.

*Product:* A sense of ownership among the network of supporters.

*Schedule:* Ongoing.

## 6. Effective Presentation

### *Objective:*

Present an exciting, realistic, and trailblazing extension of today's options for mobility. Garner awareness, interest, and support from the community.

### *Tasks:*

#### 1. Incorporate the elements into a medium that attracts support.

*Method:* Organize the information as a promotional advertisement.

Unify and relate all the products into a format that is at once both rich and accessible.

*Responsibility:* TD will create a product with help of GSC.

*Product:* An enticing portrayal of the car sharing program, including sign-up materials.

*Schedule:* Compiled by March 15.

#### 2. Engage Workshop class and others in several workshop sessions.

*Method:* Facilitate interactive class sessions and/or trips.

*Responsibility:* Full and equal.

*Product:* Greater knowledge and enthusiasm among the participants.

*Schedule:* Ongoing. Session dates to be announced.

#### 3. Present the CarShare Ignition Program to the client, to the workshop, to potential allies and sources of support and to interested car share advocates. Approach potential allies and supporters with the idea.

*Method:* Presentations using various media; meetings, interviews.

*Responsibility:* GSC will sell the product with help of TD.

*Product:* Greater support for a car cooperative.

*Schedule:* Polished formal presentations and informal meetings between February 15 and March 15.