

The MaaS Blueprint

for Regional Towns and Rural Hinterlands



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Introduction

This Blueprint document presents a vision for how transport services in rural and regional areas in the NSW context could be better organised to meet the needs of residents and visitors. The Blueprint features a mobility framework for Rural and Regional MaaS which is multi-modal (including all modes available, including the private car) and multi-service (e.g., non-mobility services such as parcel deliveries, library services, food and medicine distribution, media streaming). The Blueprint also provides a focus on decarbonising transport and combatting social exclusion.

The Blueprint is the result of 2-year collaborative research¹ and is prepared as a reference for Authorities, transport service providers, local administrations, and other stakeholders to provide understanding of possible transport solutions for improving mobility in their local context and the key issues in implementation. A distinctive feature of this Blueprint is the recognition of the relative importance of the car (private or shared) as a mode in the rural and regional context and the critical importance of stakeholder involvement in governance.

MaaS in a rural and regional context, as with MaaS in urban areas, will use a digital platform for users to find out about, book and pay for all their mobility, including any non-mobility offered as well as reports of how much is being spent and time outlaid on various mobility options.

What do we mean by MaaS?

MaaS, a short name for Mobility as a Service, has been widely used in recent years and often without due attention to its definition. A concise definition of MaaS is:

A type of service that, through a digital channel, enables users to plan, book and pay for multiple mobility services *seamlessly*.

A more detailed definition of MaaS is in **Box 1**.²

In this Blueprint, the first section sets out the vision and key focus. This is followed by a description of relevant NSW State policies. The main body of the Blueprint presents key areas relevant to the design and implementation of MaaS in rural and regional areas, illustrated by example and case studies. These key areas, introduced on a section-by-section basis, are:

- The critical role of governance
- How is Rural MaaS different to Urban MaaS?
- Lessons from international practice
- The spatial coverage of Rural and Regional MaaS
- The modal landscape and implications for funding
- Establishing benefits of Rural MaaS
- Implementation Roadmap for Rural and Regional MaaS



“MaaS is a framework for delivering a portfolio of multi-modal mobility services that places the user at the centre of the offer. MaaS frameworks are ideally designed to achieve sustainable policy goals and objectives. MaaS is an integrated transport service brokered by an integrator through a digital platform. A digital platform provides information, booking, ticketing, payment (as PAYG and/or subscription plans), and feedback that improves PAYG and/or subscription plans), and feedback that improves the travel experience. The MaaS framework can operate at any spatial scale (i.e., urban or regional or global) and cover any combination of multi-modal and non-transport-related multi-service offerings, including the private car and parking, whether subsidised or not by the public sector. MaaS is not simply a digital version of a travel planner, nor a flexible transport service (such as Mobility on Demand), nor a single shared transport offering (such as car sharing).”

Box 1. Defining Rural MaaS (Hensher et al., 2021)

¹ This research is part of iMOVE Cooperative Research Centre (CRC) Project 3–020 with Transport for New South Wales (TfNSW) on Design of a Regional Town and Rural Hinterland (RTRH) MaaS Blueprint.

² Hensher, D.A., Mulley, C. & Nelson, J.D. (2021). Mobility as a Service (MaaS) – Going Somewhere or Nowhere? *Transport Policy*, 111, 153-156.

Vision and key focus of the Blueprint

The vision of this Blueprint is to improve access to services, both local and more distant, within the context of equity, justice and fairness, with a focus on disadvantage and contributing to overall sustainability.

The Blueprint takes a multi-service approach, including modes not yet present in the rural and regional landscape and non-mobility services. Importantly, the Blueprint recognises that the car will play more of a role in Rural and Regional MaaS than in its urban counterparts.

The vision of the Blueprint includes the innovative delivery of mobility solutions, including combining mobility solutions with non-mobility elements, where these provide a better overall solution.

A key focus of the Blueprint is to set out the critical role of governance and the central role of Transport for NSW (TfNSW) in enabling and supporting the development of stakeholder roles, including community support and the trust of private partners.



The context of NSW State policies

The Blueprint recognises and responds to the NSW state policy context.

Future Transport 2056 (FT2056), released in 2018, considers how a customer-centric transport strategy should take account of local and global trends such as shifts in population, climate change and the rapid acceleration of technology.

In September 2022 FT2056 was replaced with *Future Transport Strategy: Our vision for transport in NSW*³. It is framed around three state outcomes, 14 strategic directions and 50+ responses and associated actions. MaaS as a concept is not mentioned, rather the notion of “Access for all” to which a MaaS framework contributes. The strategy will be supported by separate plans for regional NSW and the six cities.


The 2021 *Future Transport Technology Roadmap 2021-2024*⁴, NSW’s headline transport technology strategy, is being updated in 2023 and will be known as the Future Transport Technology Strategy. The vision of the existing Roadmap is for NSW to be a top-three global leader in the use of innovative and transformative technologies to enable convenient, personalised, and sustainable transport and mobility solutions for their customers.

The 2021 Roadmap identified lessons learnt since the release of the first Roadmap in 2016 which include:

- Technology solutions must be developed with evolving customer needs in mind to achieve the best outcomes.
- Regional communities present unique opportunities and challenges.
- Increased diversity of mobility providers and services has delivered many customer benefits and opportunities.
- Multi-disciplinary collaboration within TfNSW, across government and with industry partners delivers quick and decisive action.

The *NSW Connected and Automated Vehicle (CAV) Readiness Strategy* (July 2022) recognises that CAVs provide an opportunity to transform the customer journey. Impacts of CAV on MaaS must be considered, especially if private (CAV) cars become more appealing and therefore, compete with public and other forms of shared transport.



Target Outcome	Summary
 Mobility	Mobility improvements for the NSW community through better and/or increased public and private transport options and an increased focus on customers’ needs and preferences, including CAVs becoming part of Mobility as a Service to deliver seamless and personalised journeys.

³ <https://future.transport.nsw.gov.au/documents/future-transport-strategy>

⁴ <https://www.transport.nsw.gov.au/projects/strategy/technology-roadmap>

The critical role of governance

To be successful, Rural and Regional MaaS must have good governance.

In Rural and Regional MaaS, stakeholders may be more far reaching than in other contexts and should include government agencies, transport service providers, health and aged care organisations, community members, First Nations groups, digital platform providers, and business-related sectors. Figure 1 lists some example stakeholders for NSW implementation. These stakeholders can provide policy support, infrastructure, specialised services, cultural perspectives, technology, and economic support necessary for successful implementation.

The key roles might be:

- 1) Federal, State & Local government who provide policy support, funding, and regulatory frameworks by working with transport service providers and digital infrastructure providers to improve accessibility and affordability.
- 2) Transport service providers who operate the mobility services, sharing data as required, and work with other stakeholders to identify gaps in existing transport services to fill with innovative MaaS solutions (discussed further below).
- 3) Health and aged care organisations who help to identify the transport needs of patients and clients, collaborate with government agencies and community members to ensure that the transport services are accessible, safe, and affordable for all.
- 4) Community members who identify and advocate for the specific transport needs of their communities to ensure that the MaaS solutions are tailored to meet specific requirements.
- 5) First Nations groups who provide insights into the specific transport needs and ensure that the MaaS solutions are culturally appropriate and sensitive.
- 6) Digital platform providers who provide the technology and digital infrastructure required for MaaS solutions to operate effectively in rural and regional areas.
- 7) Business-related sectors who promote the MaaS solutions and attract investment to support their development and expansion, and who may participate in a funding model (including sponsorship).

The governance framework needs to foster trust and partnership between public and private partners. The governance framework must focus on institutional and behavioural/contextual settings, and not just technology. It must nurture the exploration of new opportunities and explore the inclusion of underused assets in the mobility market.

MaaS is sometimes associated with the bundling of options for both mobility and non-mobility services for a recurring period, usually a month. The stakeholders in the governance framework are in an ideal position to identify whether bundling would be advantageous in their context.



Figure 1: Example stakeholders for NSW implementation (source: RTRH MaaS project)

How is Rural MaaS different to Urban MaaS?

The challenges of providing rural transport services include the need to be aware of user needs, to have an appreciation of the set of mobility services that are available and how they might be deployed while recognising the financial constraints which limit service provision. When contemplating a MaaS solution implementation must recognise the ‘digital divide’ and rural areas, far more than urban areas, may have varying levels of access to digital infrastructure (creating connectivity issues) and technologies. Some citizens may lack knowledge and skills required to use digital systems with, for example, the greater incidence of older persons in the socio-demographics.

Compared to urban areas rural areas are characterised by limited transport options, vast distances, lower population density, different demographics with aging populations, a lack of modal integration, private car dependence, and socio-economic precarity. Understanding the challenges of rural areas is helped by recognising the stakeholders involved, their roles and their perceptions. Figure 2 shows the major stakeholders in rural transport, and they are more specifically shown in relation to NSW in Figure 1.

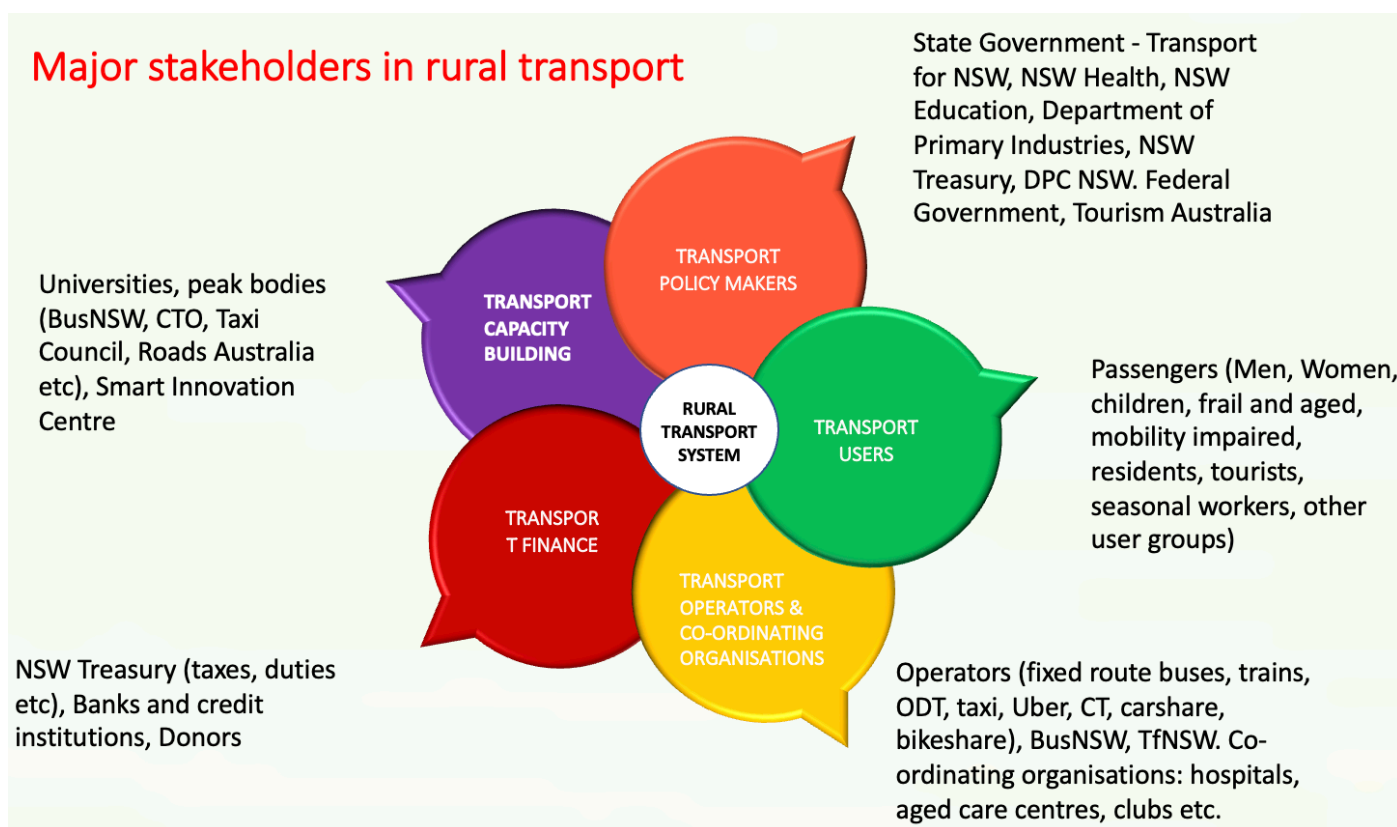


Figure 2: Major stakeholders in rural transport (source: RTRH MaaS project)

What are the characteristics of Rural and Regional MaaS?

MaaS is usually considered an urban concept where there is a core local public transport offering and a wide variety of shared transport providers. MaaS in a rural and regional setting is much less likely to have public transport as its core and thus, more attention needs to be given to the role of the car as a potential shared collective vehicle as a result (the idea of a Car Community Club is discussed in the next section). Some characteristics of Rural MaaS from the literature are shown in **Box 2**.

In a rural and regional context, reducing transport disadvantage is a priority that can be reduced through a MaaS framework. Including non-mobility services may be one way to sustainably support Rural and Regional MaaS. Importantly, Rural and Regional MaaS must include connectivity of the rural hinterland beyond regional towns.

Longer-distance public transport services that cross the region and that can be accessed by a variety of modes can play a critical role in a Rural and Regional MaaS framework. This means that Rural and Regional MaaS in Australia should be seen as spatially diverse and able to deliver mobility services beyond the boundary of a regional town. Therefore, a Rural and Regional MaaS framework needs to be thought of as including mobility services both within a regional town and in its hinterland.

Useful resources:

Time to rethink rural and regional mobility: The [SMARTA project](#) focused on how to exploit existing mobility policies and solutions in European rural areas and explore ways to support sustainable shared mobility interconnected with public transport. The project generated a useful repository of resource materials relating to innovative applications of rural mobility.



"Rural MaaS doesn't look exactly the same as MaaS implemented in or planned for urban areas around the world. The objective of MaaS in rural areas is to increase efficiency and utilization rates of shared transportation options, as well as maintaining sufficient service levels and improving accessibility". Carol Schweiger (Schweiger Consulting, USA)

"The mobile app is only one of many channels for information and we need to think about the whole experience - not just the app. None of the tech companies out there are really getting this..." Adam Stead, Transport for Wales.

Box 2: Characteristics of Rural MaaS **Important issues to consider in implementing Rural and Regional MaaS**

Research⁵ shows:

- A need for a better integrated transport system is recognised by all.
- Availability of multiple vehicles (including the private car) that are not being used as much as they could be.
- A one-stop-shop for travel is very much welcome and identified as the key selling point.
- A co-designed and phased implementation approach is considered necessary.
- Rural and Regional MaaS should not be fully reliant on a digital app.
- The MaaS "product" needs to be visible and should be marketed using a range of media with a focus on user-benefits, reliability, and ease of use.

⁵ RTRH MaaS project.

Lessons from international practice for implementing MaaS in rural areas

There is some recent “on the ground experience” with MaaS and MaaS-like schemes in a rural context such as those in Finland, the Netherlands, Sweden, the USA, and Japan. MaaS schemes, including those in a rural area, have been characterised by short-lived pilots, even in Finland and Sweden which are renowned for their approach to innovation.

Rural MaaS schemes have fallen into two categories – those that attempt to create a “MaaS experience” from the start (e.g., The Netherlands) and those schemes that attempt to put in place the elements of a MaaS scheme and then build from there (e.g., the USA, Japan). Exemplars⁶ are given in **Box 3**.

Lessons learnt from international practice include the need for improved digital infrastructure and the need for collaboration between multiple stakeholders. Elements for success include focusing on the specific needs of local communities, recognising and collaborating with all relevant stakeholders, and offering a range of transport options.

The schemes to date show there is no one-size-fits-all approach to Rural MaaS (or indeed MaaS more generally), and schemes must be tailored to context. The practical implementation of Rural MaaS and MaaS-like schemes highlight how barriers must be understood and strategies to overcome these be developed.



USA

Tompkins County, Ithaca, New York, has been working on MaaS initiatives since 2010. The county is home to several small urban and rural communities as well as Cornell University. With Federal Transport Authority (FTA) funding The Tompkins County Transit Authority has developed a MaaS strategy in phases, with Phase 1 dedicated to the development and implementation of early multi-modal mobility services, including:

- Multi-modal trip planning to enable the integration of bus services and shared use services (car share, bike share, paratransit, taxis and TNCs)
- Growing the supply of rural mobility services via the promotion of carpooling, transportation services and a first / last mile pilot project; and establishment of a multi-modal customer service centre.

Japan

There are over 80 MaaS businesses in Japan, with some showing increased profitability and ‘Rural MaaS’ businesses account for 80% of Japanese MaaS companies.

The World Economic Forum (2021) suggest in Japan that Rural MaaS falls into *four archetypes* defined by MaaS target users and objectives:

- Tourism-driven MaaS (e.g., WILLER),
- Tourism-promoting MaaS (e.g., Izuko),
- Community-sustaining MaaS (e.g., Choisoko), and
- Community-harnessing MaaS (e.g., my route).

Finland

The Finnish Rural MaaS project (2016–17) was led by The Ministry of Agriculture and Forestry of Finland to create a national vision for MaaS in rural and sparsely populated areas. An important outcome was to improve awareness of the MaaS concept in rural areas by sharing knowledge, and by providing recommendations for developing mobility regulations as well as the technical aspects of MaaS. Importantly, the project defined a vision for rural mobility: “Ensure for everyone adequate mobility services and accessibility relative to well-being, [and] cost-efficiently with an appropriate service level” (quoted in Eckhardt et al, 2018, p81).

The rural transport and mobility national communication project (known as ‘Digiboksi’) ran between February 2018 and January 2021. The aim of the project was to collect, process and spread accurate information about the changes occurring in the transport sector; and to explain how the ‘Transport Code’ (requiring all transport operators to provide their operational data via open interfaces) and digitalisation can be used to deliver transport services more flexibly.

Box 3: Exemplars of MaaS-like schemes in a rural

⁶ RTRH MaaS project.

The spatial coverage of Rural and Regional MaaS

The choice of how big or small a new Rural and Regional MaaS scheme should be is a first task of the stakeholders. It is important to identify the locations where improved local mobility can really make a difference to reducing transport disadvantage, social exclusion and improving well-being, as well as aligning MaaS with other schemes such as those to support the First Nations population; and

to benefit the broader population. Figure 3 shows the stages of choosing the study areas suitable for implementing Rural and Regional MaaS that were chosen for the research underpinning this Blueprint.

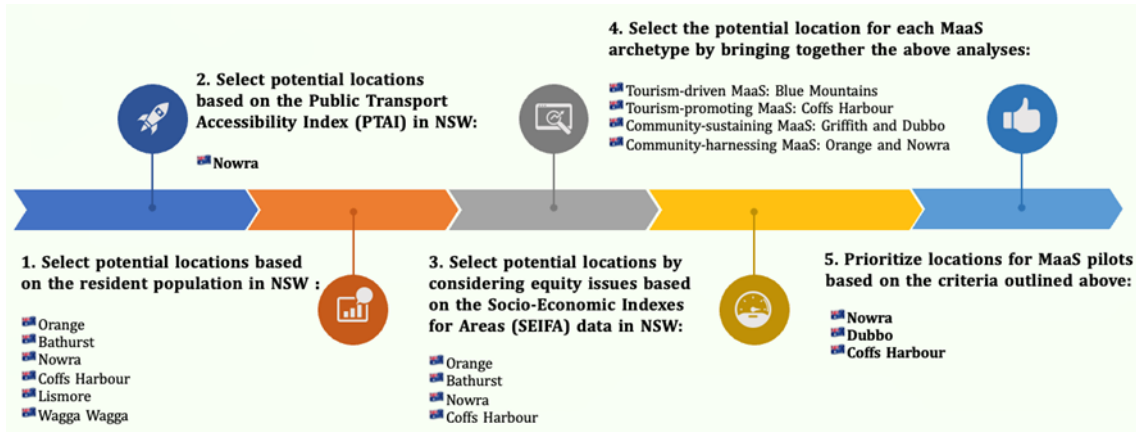


Figure 3: Case study of site selection for Rural and Regional MaaS (source: RTRH MaaS project)

Most important in a rural and regional context is recognising the need to make access to and from the area easier as long-distance transport to access specialised services, typically based in larger hubs, is important. A successful Rural and Regional MaaS will also contribute to meeting climate change and decarbonisation priorities. Whilst every context is different, there are some guiding principles for local services, based on achieving an outcome which builds on public transport provision, equity considerations and economic links. Public transport provision in local areas will normally align with economic and social context as it focuses on key services that users need and want to access and which, in doing so, provide greater well-being for users. The choice of area will normally encompass at least the local labour market and local services, hence the relevance of also focussing on the hinterland (Figure 4).

Equity (and more generally fairness and justice) and well-being considerations mean that priority needs to be given to gap filling with better use of existing resources and/or the development of innovative services. A focus on car-based solutions will be important in location selection for Rural and Regional MaaS as population density is often too low to support the more traditional local public transport and accessing the longer distance networks for specialised services. There will be different needs and preferences for different target groups: a local resident may prioritise cost-effectiveness, reliability, and convenience when using MaaS, whereas tourists may prioritise flexibility, ease of use, and access to information about local attractions.

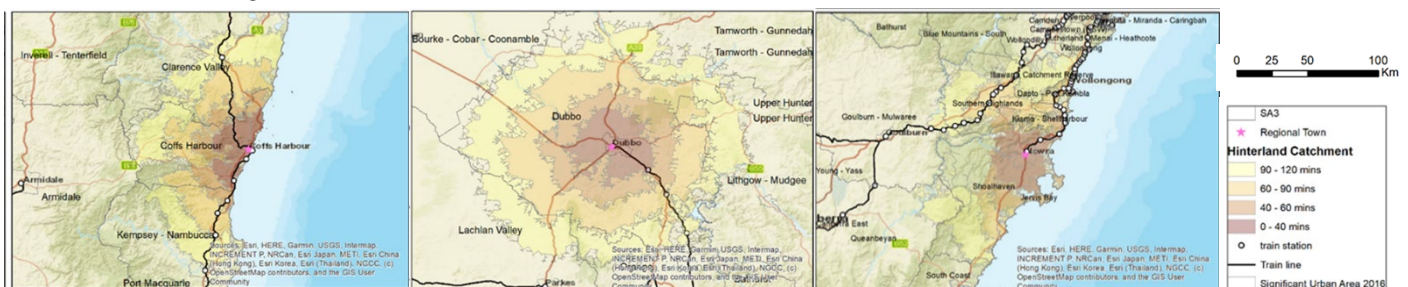


Figure 4: Example regional towns and their hinterland areas (source: RTRH MaaS project)

The modal landscape and implications for funding

The modal landscape of rural and regional areas can be more limited than seen in urban contexts. Conventional public transport is usually present, along with taxis and Community Transport for specific users. In some contexts, on demand public transport is also present, and ride-share services such as Uber are increasingly being introduced into rural towns.

The Rural and Regional MaaS framework will include those modes that exist already and use understanding of gaps in current provision to encourage and nurture new and innovative mobility options. These options include those transferring from an urban context such as lift-share (Figure 5), and car-share in some rural towns, while the introduction of shared bikes or e-bikes could be fostered to help with first and last mile transport.

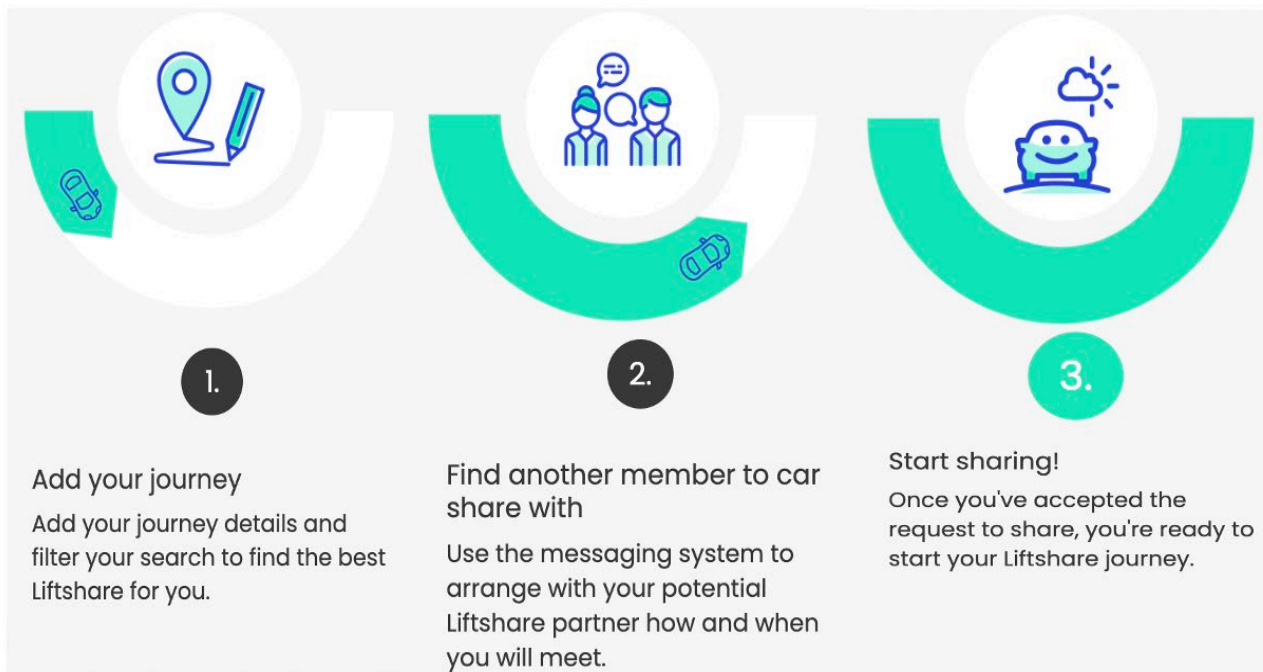


Figure 5: Schematic example of liftsharing (source: derived from <https://liftshare.com/uk>)

The greatest contribution that a rural and regional framework will make is in the identification and implementation of innovative modes. The triple 'C' – the Car Community Club – is likely to be a successful rural and regional introduction specifically aimed at harnessing underutilised car capacity to meet short, and particularly long-distance, journeys.

Mobility as a Feature (MaaS) is an innovation that brings together private non-mobility partners to provide improved mobility options, funded through cross subsidisation. These two innovations are described in the next page.

The Triple 'C' – Car Community Club

This is not car sharing.

It is a club, based on a no fee membership for drivers and residents where safety and security of members can be ensured, and safety of vehicles can be logged. This could be operated under charitable status.

The purpose of the club is to match private car trips between drivers and potential passengers. Drivers of cars can list trips, and passengers can request trips to specific destinations, and the Triple 'C' matches these. This is in much the same way as haulage companies match loads.

When a trip has been matched, the passenger makes a voluntary donation to the Triple 'C'. Some part of the donation remains with the Triple 'C' to underpin the safety checking and matching processes and the rest of the donation goes to the driver of the private car. Both the donation and the apportionment can be decided on a case-by-case basis with guidance on what might be deemed a fair allocation (for example, a 50:50 split of \$20).

The Triple 'C' need not be restricted to matching drivers with passengers but could co-ordinate with parcel delivery and accommodation services to offer discounted overnight stay where that is necessary.

In the long-term the Triple 'C' should be self-sustaining with donations although some kick-start financial support and government help in developing the app and defining governance will be required.

Mobility as a Feature (MaaF)

A Rural and Regional MaaS framework will offer multi-modal options for users to travel from A to B. In a rural and regional context, this could be enhanced by providing a multi-service rather than simply a multi-modal approach. A multi-service (mobility and non-mobility services - such as parcel deliveries, library services, food and medicine distribution, media streaming) has the advantage of meeting the needs of users over a wider range of services but importantly providing the opportunity for a degree of cross subsidisation that could enhance the financial sustainability of both the mobility and non-mobility offers.

Mobility as a Feature (MaaF) is this wider activity-focussed product mix, designed to be financially sustainable. The future of MaaF in terms of its business case, and commercial success, is driven by organisations who do not have a direct vested interest in transport supply ownership, but who have an extensive customer base. An example might be an insurance company that can offer reductions in car insurance premia to car owners in return for reductions in car use and travel by more sustainable modes.



Establishing benefits of Rural MaaS

The benefits of Rural and Regional MaaS can be examined by looking at the perspectives of the stakeholders involved. For simplicity, stakeholders can be grouped into categories, such as:

- Transport and non-transport provider perspective
- User perspective
- Government perspective
- Private sector (broadly defined including local business)

It is also relevant to consider time horizons and sustainability implications.

From the provider perspective (transport and non-transport) Rural and Regional MaaS offers benefits such as new opportunities to exploit underused assets (for example, many Community Transport vehicles are not used at weekends). Local design and the implementation of integrated services can involve new and beneficial stakeholder partnerships. The existing modal landscape (see previous section) suggests that collectively, different modes can address different need

states – as long as mode-specific issues are addressed. Finally, as ‘broken’ elements of various transport modes are fixed by the implementation of a new mobility framework this can optimise the potential of an integrated system to meet community needs, improve transport disadvantage and lead to greater sustainability in mobility use.

From the user perspective Rural and Regional MaaS offers benefits of greater independent living through better access to medical services (including those at a distance), improved employment prospects and standard of living through better access to education and training opportunities and better mental health through more social inclusion. An improved quality of life for carers is also anticipated through reduced pressure on them to provide transport and/or paying for those they care for to access services. In summary, Rural and Regional MaaS offers the possibility of improved freedom, empowerment, capability, and security for rural residents (Figure 6).

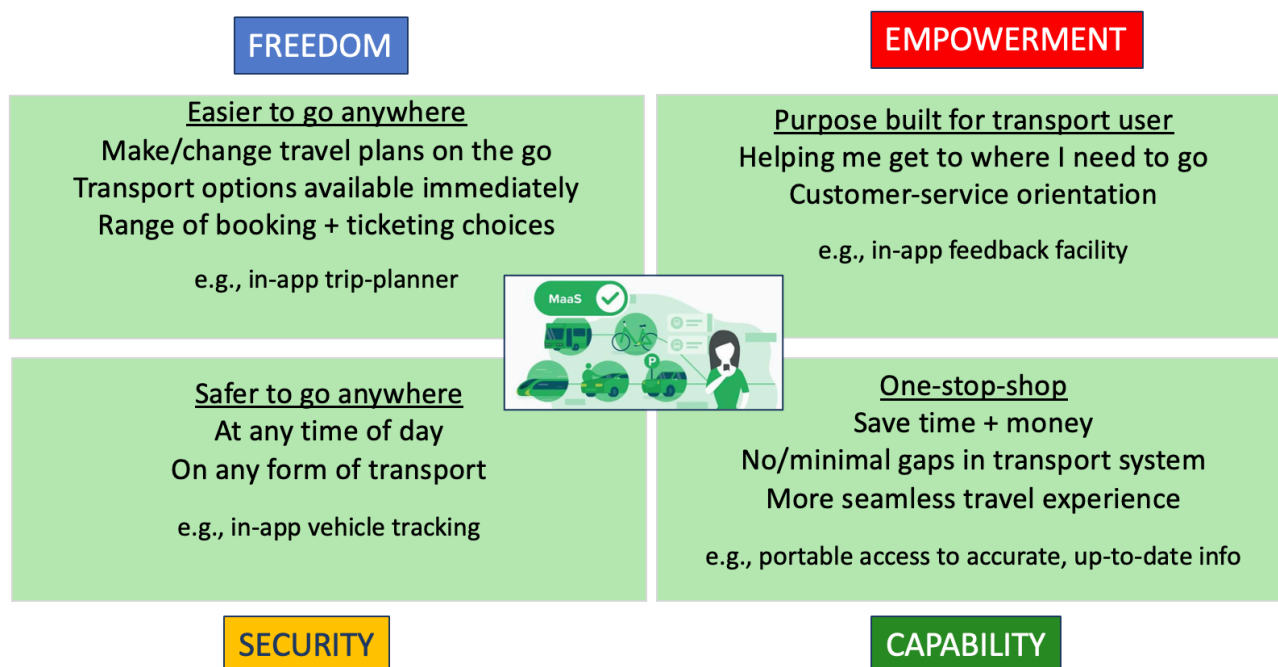


Figure 6: User benefits of Rural and Regional MaaS (source: RTRH MaaS project)

For the private sector Rural and Regional MaaS offers benefits of potential for new business creation, through more connected transport services and supplemented with non-transport services, where operators can integrate into a larger network. Making it easier for people to access regional towns (from both the hinterland and further afield) is beneficial for the regional economy and stimulates investment by local businesses.

From the Government perspective, Rural and Regional MaaS offers benefits of improving accessibility for the disadvantaged population (with numerous cross-sector benefits envisaged) and the opportunity for improved mobility justice and fairness for all. This underpins a less siloed approach to funding transport services which is a feature of the current mobility framework. Duplication of services can be minimised, thus increasing efficiency as a result of Government (local and state) understanding the needs of their communities and making informed decisions about funding distribution. New ways of working will include the development of public private partnerships necessary for provision of better integrated transport services.

“There is usually a 2-hour gap between getting a bus from A to B, and then the next one from A to B is another 2 hours, and you’ve got to work out your appointments...the shopping, to make sure you are at that bus stop to get home” (discussion with resident, regional NSW)



Implementation Roadmap for Rural and Regional MaaS

A roadmap or plan for implementation is essential. It must consider the unique characteristics of the context. Figure 7 shows an implementation roadmap for Rural and Regional MaaS in NSW. It is discussed below using the triple ‘C’ – the Car Community Club (CCC) as a potential new mode as part of the modal landscape (see

section on modal landscape). Interest in CCC has already occurred in at least one regional centre. The roadmap is informed by findings from the evidence base of primary and secondary data collected as part of the iMOVE research project on Design of a Regional Town and Rural Hinterland (RTRH) MaaS Blueprint⁷.

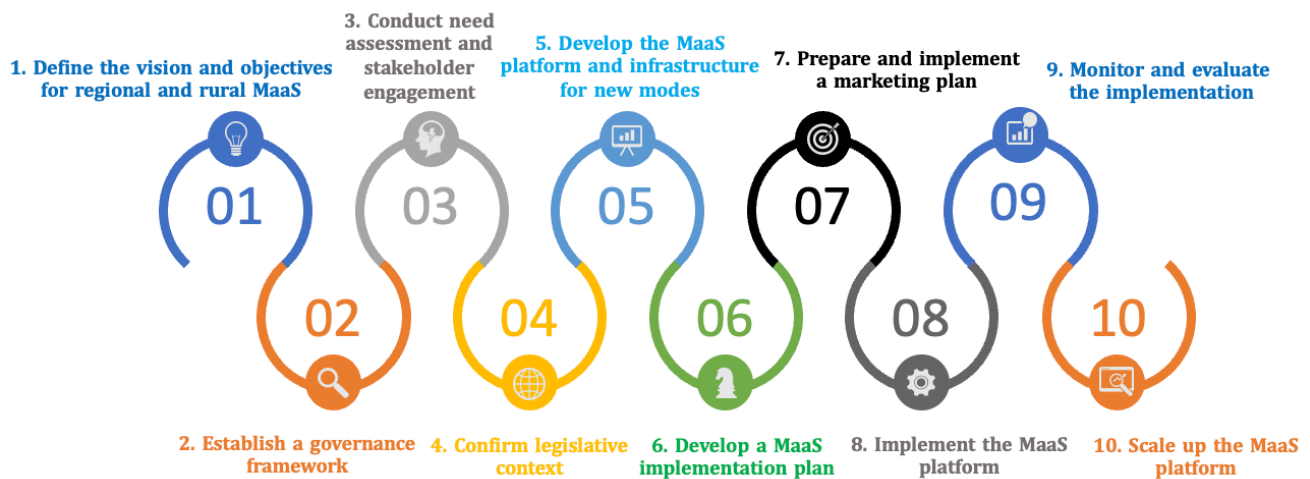


Figure 7: Implementation roadmap for Rural and Regional MaaS in NSW (source: RTRH MaaS project)

Step 1: Define the vision and objectives for Regional and Rural MaaS

- Identify the vision including goals (e.g., improving accessibility, social inclusion, and fairness, reducing reliance on private cars).
- Identify the target audience.
- Develop a set of objectives and their associated key performance indicators (KPIs).

Step 2: Establish a governance framework (see section on critical governance)

- Identify the location and service areas.
- Establish the stakeholder group to form the governance framework.
- Engage with government agencies to assess what is possible under existing regulatory frameworks and any potential funding mechanisms. For example, a CCC will need some kick-start financial support and government help but should in the long-term be self-sustaining.

⁷ This included in-depth interviews with key stakeholder and end-user discussion groups (in 3 locations in NSW) and a population-wide on-line survey. Detailed findings are included in the project’s Final Report (available at:).

Step 3: Conduct needs assessment and stakeholder engagement

- Undertake a needs assessment to identify the specific transport needs of the target group in the vision.
- Work with transport service providers (and, where appropriate, non-mobility providers) to create an integrated solution, managing existing provision and seeking innovative additional services to fill gaps.

Step 4: Confirm legislative context

- Identify legislative constraints (if any) to the introduction of new services. Seek Transport for NSW guidance if necessary.
- Identify opportunities for using under-utilised assets for new services (for example the greater use of Community Transport fleets)
- Identify existing and new subsidy arrangements.

Step 5: Develop the MaaS platform and infrastructure for new services

- Develop a MaaS platform integrating multiple modes of transport and non-mobility services.
- Identify a user-friendly app to provide information and payment.
- Build the infrastructure to support the MaaS (CCC) platform and other innovative new modes and services.

Step 6: Develop a MaaS implementation plan

- Determine the scope of the MaaS deployment.
- Design and test the MaaS (CCC) system.
- Establish a data management and analytics system to evaluate objectives against KPIs.

Step 7: Prepare and implement a marketing and communications plan

- Prepare a marketing and communications plan to inform users of the MaaS deployment (users need to know about the new MaaS scheme). The more flexible the services the less visible they are to users. Word of mouth is typically a very effective marketing mechanism.
- Identify a budget for marketing and sources of funding.
- Implement the marketing plan.

Step 8: Implement the MaaS platform

- Implement the MaaS (CCC) plan.
- Collect data and feedback from users and stakeholders to evaluate the effectiveness of the platform.

Step 9: Monitor and evaluate the implementation

- Develop and implement an Evaluation Plan

Step 10: Scale up the MaaS platform

- Adjust where necessary to expand the MaaS platform to an extended area.
- Develop a sustainable business model for scaling up the program and provide the on-going support to ensure the long-term success of Rural and Regional MaaS.

Image Sources

Front Page Image Sources: Rural background from Shutterstock and was recreated by authors. Digital overlay from Prasit photo: URL:

<https://techcrunch.com/2017/10/14/smart-cities-are-boring-give-us-responsive-cities/>

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