

URBACT II

HOW CITIES CAN
MOTIVATE
MOBILITY
MINDSETS



Cities of Tomorrow – Action Today. URBACT II Capitalisation. How cities can motivate mobility mindsets

Published by URBACT

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May 2013

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Editing: Toby Johnson

Graphic design and artwork: Phoenix Design Aid, Denmark

Printing: bialec, Nancy (France)

Acknowledgements:

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ESPON, INTERACT, INTERREG IVC





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Anette Enemark and Sally Kneeshaw

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Foreword

The 'Cities of Tomorrow' reflection process, which I initiated in 2010, culminated in a report which provided inspiration for urban development policy-makers and practitioners alike, whether at local, regional, national or European level. It is good to see URBACT now taking on the challenges it outlined, and through its broad network of urban experts and city partners, trying to find possible solutions. URBACT is building on the lessons learnt during these years of work, including last year's conference in Copenhagen, while working closely with other EU-funded programme partners in ESPON, INTERACT, INTERREG IVC, European cities associations such as EUROCITIES and Energy Cities, and the OECD.



In this way, URBACT is actively seeking concrete solutions to the six interlinked challenges that rank high on the agenda of European cities: shrinking cities, more jobs for better cities, supporting young people through social innovation, divided cities, motivating mobility mind-sets, building energy efficiency.

I am pleased to present this series of six reports that provide evidence of sustainable urban development strategies pulling together the environmental, social and economic pillars of the Europe2020, while also adopting an integrated and participative approach, essential in these times of scarce public resources.

More than ever, cities need an 'agenda for change' to focus on decisive action that will boost growth, to tap into their existing potential, and to rethink their priorities. Better governance, intelligence and changing of the collective consciousness are all part of it. Cities of tomorrow need action today. URBACT is all supporting cities to make this happen so... don't be left behind!

Johannes Hahn

Member of the European Commission in charge of Regional Policy

Abstract

This paper from the URBACT workstream 'Motivating mobility mindsets' focuses on the ways in which cities can facilitate the transition to a new urban mobility, which is more fundamentally linked to the quality of space, to a new mindset, and is built on integration between policy priorities and multi-stakeholder buy-in. New mobility solutions for the *Cities of Tomorrow* will have to be found through a 'do-more-with-less' strategy. By optimising the use of existing infrastructure and building on tried and tested solutions, cities can develop local policies that provide sound mobility choices. Above all, encouraging change in the way citizens and businesses move around requires the ability to motivate mindsets in planners, professionals and inhabitants alike, to adopt innovations that can make the city greener, cleaner and more liveable. Governance for sustainable mobility must be underpinned by a well-developed notion and a shared understanding of what mobility means. This must put the human dimension at the heart of strategy – a change which can result in rescaling infrastructure and investment. This concept of mobility mindsets provides the best basis for developing strategies and informing decisions about investment in cities.

Keywords

Motivation, tried & tested, accessible, living lab, on demand, inter-modality, mindware, cost-efficient, quality, shared space, co-mobility, active, user friendly, seamless travel, next generation, liveable



Photo: András Ekés



Executive summary

How cities can motivate mobility mindsets

Europe in the 21st century has to recognise that it is no longer viable or rational to rely solely on new infrastructure to meet mobility needs. European funds will continue to be an important source of investment for the 'missing links' in public infrastructure that provide the foundations for urban mobility, especially in less developed regions. But in future more of this hard investment needs to go into providing safe, sustainable modes of transport that are backed up by soft measures to influence mobility behaviour.

Mobility challenges also demand new approaches and a leap 'out of the box'. In times of austerity future mobility solutions will need to be found through a 'do-more-with-less' strategy, by optimising the use of existing infrastructure and building on the knowledge of tried and tested solutions. Through these kinds of solutions many cities can develop local policies and practices that will provide the sound mobility choices needed, and at a lower cost. The complexity of mobility decisions, either for creating new infrastructure or for designing new strategies to optimise the existing infrastructures, requires a new policy-making process, underpinned by a well-developed and shared understanding of mobility. The concept of mobility mindsets, with the human dimension at its heart, creates the best basis for developing these strategies and informing decisions on investment in cities.

Mobility issues touch on, and connect to, many of the challenges that cities face: unemployment, land use, public space, segregation, lack of social cohesion, poor health due to pollution and inactivity. But in this there is also hope: this offers Europe a niche, a strength, an advantage when it comes to mobility, in the sense of a new concept of mobility, rationalising, creating shared

space, and using mobility as a tool to link to other elements of the city and develop shared solutions. To get there, a real change in Mobility Mindsets is needed, amongst politicians, civil servants and the many special interest groups as well as citizens. But this mindset will rarely evolve on its own. As the URBACT workstream discovered, the process of participation is one of the best methods to drive the changes.

All cities, including the so-called 'front runner cities' are looking for smarter solutions that provide cleaner mobility for their inhabitants by reducing CO₂ emissions and eliminating mobility poverty. They also want mobility to provide new job possibilities and economic growth, and to make city life more enjoyable. Looking across Europe many cities are developing successful approaches, all tailored to their own starting point and the specific challenges they had to tackle.

Six cities cases meeting the mobility challenges

The URBACT workstream on mobility has explored and collected a number of such 'learning through practice' cases from cities across Europe.

Budapest is exploiting tried and tested solutions. The Hungarian capital is challenged by a lack of affordable mobility, which has led to mobility poverty amongst some citizens. A strong interest group, the Hungarian Cyclists' Club, is helping to solve the problem by adapting existing roads so they also cater for bikes. They have taken a lead from the London Sustrans model, adding bike infrastructure street by street and square by square. And the work is paying off: year on year a 40-50% increase in cyclists has been seen on selected streets. This a low-cost, smart use of existing facilities and capacities, shared use and space. It is a concrete example of delivering the





Photo: András Ekés

key goals of the Europe 2020¹ growth strategy for a smart, inclusive and sustainable economy.

A different version of the same thinking is seen in the Basque country of Spain. The *Supermanzana* of **Vitoria-Gasteiz is successfully connecting mobility and quality of public space**. Vitoria-Gasteiz has taken a bold step in the direction of incorporating mobility into a liveable city. The Supermanzana or Superblock model reserves the road space inside a group of city blocks for pedestrians and cyclists. Private cars and public transport run along the streets that border these blocks. The plan explicitly fuses mobility with the quality of public space and combines urban and mobility plans to create a better environment in the city centre, while safeguarding traffic flows across and within the city.

The thinking of Vitoria-Gasteiz is also evident in the *Cities of Tomorrow* report published by the European Commission's DG Regional Policy

¹ http://ec.europa.eu/europe2020/index_en.htm

in 2011. Here a clear trend towards rebuilding the values of urban existence and urban living conditions can also be found. By connecting the perception of mobility and quality of space in cities, mobility solutions are being developed that also foster growth, jobs, social cohesion and greener cities for tomorrow.

Successful cities are learning how to target their communication to allow all stakeholders to enter a process of knowledge sharing and democracy. Three cities have accomplished this through quite different approaches:

Gdynia, Poland is targeting the message to change perceptions of public transport

through mobility market segmentation, a method borrowed from business. The methodology was developed through an Intelligent Energy Europe project, and is a sophisticated consumer market segmentation technique, used to persuade people to change their travel behaviour. The methodology is used, for example, to target consumers undergoing so-called life change moments: moving home, changing jobs, having a first child.



A different approach has been applied in **Reggio Emilia, Italy, targeting the mobility message to children and their parents**. Through a bottom-up approach, with the close involvement of schools, teachers, parents and of course the children, they have successfully instilled independent and sustainable mobility from the earliest age. They have thus tackled the congestion and pollution problem many cities face when children are driven to school by car during the rush hour every morning and evening. As an added bonus they have ameliorated the negative psychological and physical impacts on children of not being able (and allowed) to travel independently.

The Madrid Mobility Round Table shows a different way to **target the mobility message**. The Round Table, born out of civil opposition to the planned extension of a parking meter scheme, is now successfully creating consensus for mobility initiatives amongst a wide range of stakeholders in Madrid. It has successfully established itself as a depoliticised forum for exchange, dialogue and Motivating Mobility Mindsets, and has been designated as the framework for the development of Madrid's Sustainable Mobility Plan.

These cities clearly demonstrate that involving stakeholders allows new solutions to develop, and inspires change in the mindset of citizens, transport operators, civil servants and policy-makers alike. By focusing on creating win-win solutions, cities can get more out of what they already had.

Ljubljana in Slovenia created a win-win with its car-free city centre, although some stakeholders needed time to see the benefits of the change. It came about as an undercover operation disguised as utility renewal. But behind the scenes was the strong political will of the deputy mayor and the mayor: They wanted to create a city centre with strictly limited car use

which would allow more space for pedestrians, outdoor life, cafés and facilities for citizens and tourists alike. The result was that restaurant owners and shopkeepers saw increased trade – and asked for more streets to be closed to reap the same benefits.

Skanderborg, Denmark, built on the know-how of three different departments to successfully encourage children to bike to school. By drawing on the policies, knowledge and skills of the departments of planning, traffic and health a unique campaign called 'The Extraordinary' came about. The cooperation has created new and lasting bonds, as all partners can see their policies being promoted through the joint effort. The campaign has also made its mark at the political level: two of the municipal's political forums now meet on a regular basis to work 'across the silos'.

How cities move forward in Motivating Mobility Mindsets

Across the six city cases and the many other cases of change, a number of key actions seem to be precursors of change in thinking of and working with mobility. They are not completely new approaches, but necessary building blocks of an innovative culture geared to the mobility thinking of the 21st century. They are:

- combining hard and soft investments
- doing more with less
- placing mobility mindsets at the heart of planning
- reaping the rewards of political courage
- being open to new dialogue tools and partnerships
- building capacity to meet new challenges
- working across departments and disciplines, with the dynamics of change
- creating new mobility jobs
- exploiting mobility as a connector



Creating change is not so difficult. But not so easy either. We need to keep on sharing the good cases and tools, and providing the participative working environment, the political back-up and funding to Motivate Mobility Mindsets.

How the Structural Funds can better support smarter urban mobility

The new mobility approaches tested and implemented by the six cities show that soft measures make a good complement for hard measures. There are a number of ways in which the Structural Funds – the European Regional Development Fund (ERDF) and the European Social Fund (ESF) – can reap better results in urban mobility. The aim is to make smarter use of EU funds, to develop new approaches to urban mobility for the cities of tomorrow: a social vision of mobility, with less motorised transport, more emphasis on active travel modes and creating better public space. The recommendations are to:

- Strengthen **urban mobility as a vital part of energy efficiency initiatives**.
- Focus on developing and **promoting urban intelligence through soft measures** such as round tables, citizens' forums and involving stakeholders. This approach is low-cost and can bring more sustainable impacts by providing a better basis to develop policy and make investment decisions based on mobility mindsets;

- Facilitate **exchange programmes between cities** as an effective mechanism to accelerate learning and shorten innovation time on mobility projects;
- Make sure the **metrics reflect the mobility of the future** by using environmental indicators, such as CO₂ emissions reduced, air quality improved, day and night time noise reduced, energy saved, and fossil fuel dependence reduced;
- Establish Structural Fund **project assessment criteria** in line with these metrics and future mobility to ensure the integrated projects are funded;
- Use **integration tools to optimise the combination of hard and soft measures**. The framework for Cohesion Policy already includes a number of tools that would be ideal for pulling together and financing these combinations of soft and hard measures, such as Integrated Territorial Investments, Community-Led Local Development and sustainable urban development funded by separate priority axes in operational programmes;
- **Integrate better with other EU programmes and initiatives** such as CIVITAS, Intelligent Energy Europe, the HORIZON and national funds.



1. Europe's urban mobility challenges

Too much car traffic and too few possibilities for affordable mobility choices are always high on the top ten list of complaints from citizens as problems in their cities. Too much (car) traffic leaves little scope to create liveable cities and little space for softer modes of walking or biking. The lack of affordable mobility options, such as good public transport or biking, leads to mobility poverty. Over time, this kind of poverty can accelerate unemployment, accentuate the creation of dilapidated neighbourhoods, increase social exclusion and spatial segregation, and exacerbate poor health. For the estimated 70% of the EU population – approximately 350 million² people – who live in urban communities of more than 5,000 inhabitants, these are everyday challenges.

“My vision for the city is to be accessible for everyone. To provide space for the affluent, as well as for those with more limited means. Our aim is to achieve a city with a high-capacity public transport network able to create solidarity between different segments of the population.”

– Pierre Cohen, Mayor of Toulouse

Of course to respond to these challenges cities need global mobility strategies that promote sustainable modes, integrate land use planning, public space policy and economic development,



European Transport White Paper 2011: Roadmap to a Single European Transport Area – Towards a competitive and resource efficient transport system⁽ⁱ⁾

The European Commission adopted a roadmap of 40 concrete initiatives for the next decade to build a competitive transport system that will increase mobility, remove major barriers in key areas and fuel growth and employment. At the same time, the proposals will dramatically reduce Europe's dependence on imported oil, and cut carbon emissions in transport by 60% by 2050. By 2050, a key goal is to have no more conventionally-fuelled cars in cities.

One of the concrete initiatives the roadmap calls for is Sustainable Urban Mobility Plans⁽ⁱⁱ⁾ (SUMPs), which involve all relevant stakeholders in creating a common

vision of the city and in implementing changes in the infrastructure. Most importantly it advocates an approach that, through the actual process of setting up the SUMP, engages city officials from different departments, the many stakeholders of the city and the political level in creating a common vision for the city. This is precisely the type of process that Motivates Mobility Mindsets.

(i) <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:52011DC0144:EN:NOT>

(ii) <http://www.mobilityplans.eu/>

² *Cities of Tomorrow*, European Commission DG Regional Policy 2011



and are set within a regional framework. Strategic investments in public transport are fundamental to urban mobility, in order to offer citizens real, affordable choices in the way they move around, commute, and access jobs and services. This mobility offer has to connect the city to the region and the inner city to the outskirts. These strategic investments are important. European funds have been and will continue to be an important source of investment for this infrastructure, especially in less developed regions. The question is not one of opposing choices for either hard and soft investments, but more about combinations, complementarity and integrated models. European and national policy frameworks underscore the need for strategic transport corridors and multi-modal services to be part of a cleaner mobility. There is an increasing recognition that more of this hard investment will need to go into providing safe, cheap and easy alternative modes of transport that are backed up by soft measures to influence mobility behaviour. DG Move's campaign 'Do the right mix'³ is an example of this. Travel to work patterns based on the mobility mindset will include public transport, walking and cycling as well as possibly car use.

There are geopolitical differences in Europe in relation to transport infrastructure. In advanced regions it is more a case of adapting and optimising the existing infrastructure, while in less developed regions big investments in infrastructure may still be needed. Some cities still need investment in public transport in order to underpin economic and social progress. But a learning process has to take place to develop a clear vision on mobility and to strike a balance between big infrastructure projects and smarter elements. Getting these investments right is especially important in less financially stable regions.

³ <http://dotherightmix.eu/>

The challenge does not depend on a single capacity, but more on frameworks and networks of governance that are underpinned by a well-developed notion of mobility. The concept of mobility mindsets provides the best basis for developing strategies and informing decisions. A mobility mindset puts the human dimension at the heart of strategy, which can result in re-scaling infrastructure and investment. This is a learning process and the city has to be mature enough to make the right decisions. In Central and Eastern Europe there are examples where a new metro line has swallowed up all the funds but has not delivered any real impacts for the agglomeration. Sometimes the infrastructure is a dream project, or one that has been planned for decades, but that does not mean it is the right investment. The priority should be to build those structures that fit the mobility mindset concept and the SUMP logic. Cities are complex systems and the effectiveness of investment decisions, whether they are about new strategy or adapting existing measures, depends on good intelligence.

Based on the findings of the URBACT workstream expert hearings across Europe, from capitals and small cities, from well-established economies, emerging economies and struggling economies, the messages are the same and very much aligned with this call for the integration of soft, hard and mind measures. We need to find viable, cheap and efficient solutions to provide the right level of mobility in our cities, that satisfy the need to get from A to B without compromising the quality of life for citizens. These mobility issues are complex, as they overlap with most of the challenges that cities face: unemployment, land use, public space, segregation, lack of social cohesion, poor health due to pollution and inactivity.

But in this there is also hope.

We found that mobility issues can, when approached and tackled as a joint effort by the



Six city responses: four key approaches to mobility

In an article in *URBACT Tribune*⁽ⁱ⁾ we pulled together the findings from the workstream hearings and highlighted a number of stepping stones on the path to implementing sound and sustainable mobility solutions. These ideas have been further strengthened throughout the interviews and the workshops held at the URBACT Conference 2012 in Copenhagen. Boiled down into four condensed statements they read:

1. Exploit the tried and tested solutions

Cities are building on and further developing the good examples and mobility solutions that they can see have been successfully implemented in other European cities. Against the backdrop of the economic crisis this makes especially good sense.

2. Connect perceptions of mobility and quality of space

Cities are looking for mobility solutions that also create a liveable place catering for all the needs of citizens. City examples show that to be able to realise that vision, tough choices have to be made, and old thinking needs to be transformed.

3. Target the communications

Cities are getting more adept at communicating widely and through the right channels, with sophisticated marketing campaigns that change habits and convince stakeholders about greener mobility.

4. Create the conditions for win-win situations

Cities find that Mobility Mindsets can sometimes create solutions to multiple needs. Mobility can be found at the intersection between many of the different agendas that cities have. By creating the conditions for win-win situations, environmental, social and economic agendas all pull in the same direction.

(i) 'Motivating Mobility Mindsets' in *URBACT Tribune* 2012, http://urbact.eu/fileadmin/general_library/URBACT_Tribune_2012.pdf

relevant departments, contribute to solving a wide variety of the problems facing cities. We see examples of mobility solutions that, in addition to ensuring better mobility, also create new green jobs and invigorate slumbering city centres.

We also see how so-called 'soft mobility measures', when developed across traditional sectorial silos, can be implemented at a much lower cost and with a better overall result, measured in CO₂ reduction and green mobility behaviour, than the more traditional approach of solving mobility issues through building new infrastructure.

Some smart city practices

The workstream on mobility mindsets collected evidence from a number of cities and experts that underline these key messages. Here we present concrete examples of how cities have tackled the challenges, in the hope that other cities can find the inspiration and the courage to tackle their mobility issues in a smarter way.

The cases we have chosen to highlight represent a broad mix of smaller and larger cities, as well as cities from well-established and emerging economies. They all share the goal of creating a greener, more accessible city by Motivating Mobility Mindsets of the inner and outer city residents, the shopkeepers, the business communities and the NGOs, as well as the more formal city representatives: politicians, public transport providers and the civil servants themselves.

Many of these examples are not only about soft investments, but about the complimentary blend of soft and hard investments, which can often be implemented without the need for massive new infrastructure. In several examples,



connectivity provided by smartphones supports the evolution of Mobility Mindsets by providing real-time information to citizens on the move, as well as access to new on-demand services like car-sharing.

Cities cannot pin their hopes for success on a single approach. On the contrary, a successful and well implemented intervention has to be based on a number of approaches: building on the tried-and-tested from other cities, focusing on quality of life as well as providing mobility to citizens, being precise in addressing the target group and building on existing competence and knowledge.

1.1 Exploiting the tried and tested

In these times of economic crisis, securing funds for large infrastructure investments and the associated long-term running costs can be tough. Out of necessity cities are looking for new mobility solutions through a do-more-with-less strategy. By optimising the use of existing infrastructure and building and using the know-how of the tried and tested solutions of the many 'front runner' cities in Europe, cities can develop local solutions that provide adequate mobility choices. At the same time these initiatives lay the groundwork for better living conditions.

The case of the cycle intervention of Budapest is a good example of this approach. The city of Budapest is enjoying a cycling boom. Year after year a 40–50% increase in cyclists is seen on selected roads. The Hungarian Cyclists' Club⁴ is promoting facilities that have been tried and tested in other parts of the European Union to improve cycling infrastructure and campaign for change. "We can learn a lot from other cities. The London Sustrans bike infrastructure model has



Critical Mass Cycling Movement, Budapest.
Photo: András Ekés

been really helpful," says János László, president of the NGO. "There is no room in a city like Budapest to create a new network, we just have to adapt existing roads." This is a good example of the rational reinvention of a tried and tested method in a new setting. And it works: during the URBACT Annual Conference Mobility Study Visit in Copenhagen the cycling guru Mikael Colville-Andersen of Copenhagenize⁵ quoted Budapest as one of the most promising European cities in the development of cycling in the last five years.

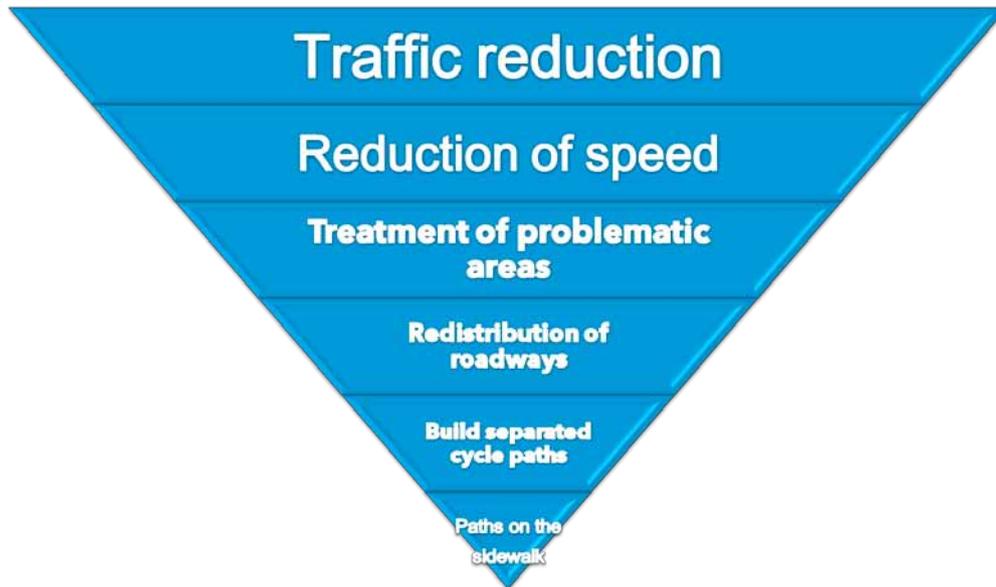
János László also shared his vision of urban mobility in the future. In order to achieve the vision, training and capacity building are needed to ensure that bikes and biking stay on the radar

⁴ <http://www.kerekparosklub.hu>

⁵ <http://www.copenhagenize.com/>



Figure 1. The UK Sustrans bike infrastructure model can be a low-cost approach to creating visibility.



Source: Sustrans UK <http://www.sustrans.org.uk/>

of politicians and city planners. The first step is for urban planners and professionals to learn the basic elements: that traffic is about the movement of goods and people and ideas, not only about the movement of cars; that public space is an area of communication not just traffic, and that the unit of traffic is the human not the vehicle.

In Hungary cities are moving along a scale of perception of the bike from being a problem, to a toy, to a solution. Despite the Budapest cycling boom a common reaction in Hungarian cities is still that ‘the cyclists are disturbing the traffic’. A trend the city of Budapest is changing by small interventions, campaigns, training of city officials and the appointment of a Cycling Officer (recruited from the Hungarian Cyclists’ Club, an NGO) in the Transport Authority.

As for the politicians, the Hungarian cycling campaigners have three requests:

- Use your bike to get to work. Show that the bike is a viable option. Talk about it on the radio, in the media.
- Establish bicycle racks all over the city. They are cheap and attractive and people see bike parks not just car parks. We need more and better use of space.
- Build infrastructure using the UK Sustrans model. A good indicator for the city is how big an area is bicycle friendly not just the infrastructure allocated to bikes.

By introducing facilities such as bike racks, bike lanes and bike-counting stations, the ambition is – step-by-step – to make biking and the bike as mode of transport visible in the city. It is also vital to improve mutual acceptance and cooperation among participants in urban mobility (drivers, cyclists, pedestrians). In combination with targeted information, and in close coordination with the city officials, the biking boom of Budapest is off



to a good start. However many infrastructural and behavioural disadvantages must still be overcome.

To strengthen the professional connections and knowledge transfer of good European examples and practices, Budapest has been a partner in a number of URBACT Thematic Networks. It is currently a partner in the INTERREG IVC Catch MR project working on new schemes of urban and regional mobility.

1.2 Connecting mobility and quality of public space: Supermanzanas in Vitoria-Gasteiz, Spain

To incorporate liveability and greening into mobility interventions is another of the messages that can be drawn out of the many workstream interviews. This idea has a different rationale from the 'build roads to cater for the traffic' notion that has traditionally prevailed. The *Cities of Tomorrow* report stresses this urgent need to transform the city into a liveable place that caters for all the needs of its citizens.

There is a clear trend towards rebuilding the values of urban existence and urban living conditions.⁶ By connecting the perceptions of mobility and quality of space in cities, mobility solutions are being developed that also foster growth, jobs, social cohesion and greener cities. Many mobility decisions are based on experiences from the past, subjective information and even misinformation. Correcting these perceptions and putting the needs, expectations and pleasure of city dwellers at the core of mobility planning makes city living a more positive experience.

The Basque city of Vitoria-Gasteiz, Spain, has taken a bold step to combine mobility with



Photo: Sally Kneeshaw

liveability. Rather than letting the need for efficient corridors for road and public transport determine the cityscape, the European Green Capital 2012 is turning the tables. It is creating a city layout that is suited for urban life, serviced by external networks dedicated to road transport. The layout is named *Supermanzana*, or superblock. The Supermanzana is based on a road hierarchy developed within the city's Urban Sustainable Mobility and Public Space Plan that resolves much of the dysfunction of the previous mobility models. The intention is to reclaim urban space for citizens and avert the negative impacts of excessive car traffic. As the name of the plan shows, it explicitly fuses mobility with the quality of public space and combines urban and mobility plans to create a better environment in the city centre whilst safeguarding traffic flows.

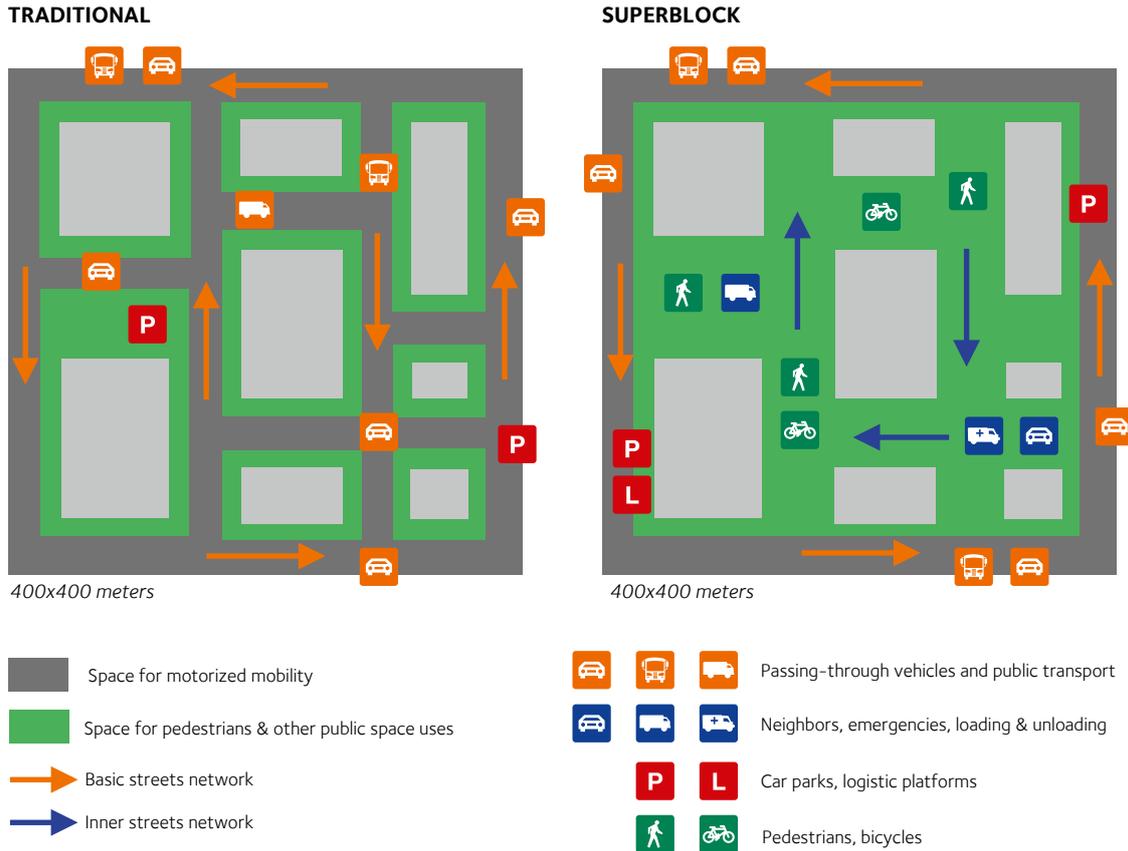
The city's compact urban area offers an ideal setting for non-motorised transport. In the plan, the Superblock model reserves the space inside a block for pedestrians and cyclists. Private cars and public transport run along the streets that border these blocks.

The city centre streets are progressively transformed into areas with low traffic intensity,

⁶ *Cities of Tomorrow*, EC DG Regional Policy 2012

Figure 2. Supermanzana

The Supermanzana, or superblock, allows for shared space and a good city life within the block, while efficient public transport is easily accessible in the main streets.



Source: Municipality of Vitoria-Gasteiz

although they are not necessarily pedestrianised. Pedestrians share the streets with cyclists, residents' cars, and emergency services, and the speed limit is 10 km/hour, with the idea that each mode will move at its own speed. Depending on the width of the streets, each mode of transport takes the appropriate amount of space. For example if the streets are 20 metres or more wide, it is possible to create segregated parts for each mode (one lane for service vehicles and one for bicycles plus pedestrian space). Residential vehicle traffic is allowed on one lane

next to the tram line and loading and unloading zones are available during certain hours. Delivery vehicles are subject to new regulations. Existing infrastructure such as the water and drainage system will be renovated. In one area, as a pilot, wireless internet connectivity was installed along the streets during the works. Pedestrian mobility and interaction is prioritised, without substantially affecting traffic in other parts of the city. Outdoor play areas for children are also created. This guarantees a diversity of activity in the public space and improves accessibility.



In the first pilot phase the superblocks were created where the public space was most in need of improvement, and where it would be easiest to implement the system.

The detailed superblock model was developed and implemented in close collaboration with a local civic organisation and shopkeepers. The municipality is conducting a continuous evaluation of the impact of the measure and the process. The impact evaluation looks, for example, at both the amount of public space freed up and accessibility and safety impacts, while the process evaluation assesses the level of public acceptance. The city is also monitoring impacts on pollution (nitrogen oxides and particles – NO_x and PM10) and both day and night noise levels and the difference that the Supermanzanas make to them.

Further information: Eduardo Rojo, Jefe de Servicio de Espacio Público y Medio Natural (Departamento de Medio Ambiente y Espacio Público del Ayuntamiento de Vitoria-Gasteiz). edrojo@vitoria-gasteiz.org or Juan Carlos Escudero, Director del Centro de Estudios Ambientales (Ayuntamiento de Vitoria-Gasteiz) y coordinador técnico del Plan de Movilidad Sostenible y Espacio Público. jcescudero@vitoria-gasteiz.org

Vitoria-Gasteiz is favouring city life over transport dominated design. The final design consists of 68 superblocks. The blocks connect a functional network of different mobility modes such as walking, public transport and cycling.

1.3 Targeting communication: successful techniques to extend the reach of mobility messages

The answers to many urban challenges lie within the people that inhabit and work in the city. Dialogue involving all citizens, commerce, and

public transport authorities can be the source of the best mobility solutions. Smart cities understand how to target their communication to allow all stakeholders to be part of a process of knowledge sharing and democracy. This process leads them to find solutions by giving people the knowledge they need to take a decision, and by involving them in putting it into practice. It thus inspires a change in the mindset of stakeholders, civil servants and policy-makers.

Three cities have gone out of their way to put their mobility message over, using quite different approaches, each with good solid results. In the case of Reggio Emilia, a northern Italian city, children and parents alike were targeted to ensure safe, sustainable and independent home-to-school travel. In Madrid, Spain, a model of communication, cooperation and coordination was born out of acute crisis, but has grown into a permanent way to reach consensus and results. Gdynia in Poland borrowed techniques from business to reach out to citizen groups.

Mobility market segmentation in Gdynia, Poland

It is common knowledge in the advertising business that if you want to sell a product, you have to speak to the values of the customer and in their language. This universal wisdom is slowly but widely being incorporated into mobility initiatives.

SEGMENT, an Intelligent Energy Europe project, has developed the 'SEGMENT Funnel' to help cities to target travel marketing, by identifying the 'life change moment' the campaigns will be designed for. It then uses attitudinal research to identify the sub-segments of this life change moment which are most likely to change travel behaviour and to identify the modes and messages most likely to spur this behaviour change.



SEGMENT: Campaigns targeting 'life change moments' from Gdynia, Poland

Gdynia, a medium-sized city in the north of Poland⁽ⁱ⁾, is a partner both in an Intelligent Energy Europe project called SEGMENT⁽ⁱⁱ⁾ and in URBACT ENTER.HUB Thematic Network. The SEGMENT project tests the use of consumer market segmentation techniques in persuading people to change their travel behaviour and adopt more energy-efficient forms of transport. The project seeks to maximise the impact of the campaigns through the use of two particular segmentation techniques:

- Targeting consumers undergoing 'life change moments' which cause them to question and reconsider their travel habits;
- Clustering these consumers (through the use of detailed questionnaires) into relatively homogeneous groups (in terms of their attitudes towards car use, cycling, electric vehicles and wider issues such as climate change and health) and then devising bespoke campaigns which are informed by these findings.

As a result of defining these market segments the city of Gdynia delivered very specific campaigns to specific target groups and this worked well. Gdynia was surprised by the enthusiasm and active participation of many inhabitants in the campaigns. As the actions were very successful and attracted a lot of media attention, Gdynia is continuing with them. Focusing resources on the groups most likely to change their mobility habits is a good use of limited resources.

Other activities compatible with the SEGMENT project

Many initiatives undertaken in Gdynia involve cooperation between NGOs, university experts and municipal workers – the 'triple helix' – to develop, for example, accessibility for elderly and disabled people and to make the city more attractive for tourists. As project officer Katarzyna Sierpińska explains: *"Bringing together different points of view makes for good solutions."*

For Gdynia, and more generally in Poland, there is an additional problem that between the 1950s and the 1980s, during the Communist era, the car was perceived as a luxury. On the other hand there are negative perceptions about public transport that have to be corrected. Over the last 10 years Gdynia has undertaken initiatives such as building a new trolleybus depot and modernising and greening their vehicles. The city realised that people felt the trolleybus was very old, even historical, and not part of a modern public transport system. A campaign was launched to promote use and to correct that negative perception. Now Gdynia's trolleybus system is perceived as one of the most modern in Europe, very much liked by its citizens and perceived by them as a city trademark.

A number of infrastructure and marketing actions are also under way to increase bicycle use. For example during mobility week the cycling adviser opened the first counter-flow cycle route, backed up with an information campaign explaining how to use it and to show that it is safe.

The Gdynia URBACT ENTER.HUB Thematic Network Local Action Plan will integrate this experience to maximise multi modal connectivity.

- (i) <http://www.zdiz.gdynia.pl>, or contact Katarzyna Sierpińska: k.sierpinska@zdiz.gdynia.pl
- (ii) <http://www.segmentproject.eu>



The Mobility Manifesto for Children of Reggio Emilia, Italy

The municipality of Reggio Emilia in northern Italy runs an exemplary initiative in targeting mobility communication at younger generations, to instil independent and sustainable mobility from the earliest age. The initiative won the 2012 CIVITAS award for public participation. Its *Manifesto* programme promoted safe, sustainable and independent home-to-school travel. Communicating with children and parents from inside the school community, which has high social capital and is trusted by parents, allows the message to penetrate much further and more effectively.

The Manifesto initiative was established to tackle a problem faced by most cities – the negative impacts of children being driven to school by car during rush-hour every morning and

evening, causing congestion and pollution. This phenomenon disturbs the rhythm of the city, and has negative psychological and physical impacts on the development of children.

Reggio Emilia organised training for all the school mobility managers focusing on both technical and motivational techniques. By working as a change agent from within the school, the mobility manager has the advantage of understanding the school community well, and is able to work with families to promote awareness of more healthy lifestyles through active modes. For the municipality this provided an opportunity to extend the local network of skills and knowledge around mobility.

The experience of Reggio Emilia and the Manifesto programme has shown that raising awareness of mobility improves mobility behaviour.



The Manifesto of Reggio Emilia

The Manifesto⁽⁶⁾ involved all schools in the Reggio Emilia area and was made up of six different actions: education, communication, promotion, safety, services and city planning. The projects delivered within these actions included the Bicibus and Pedibus – cycling and walking ‘buses’ to take children to and from school. Every school in the area signed up to the Manifesto, and many associations undertook activities such as seminars, school trips and meetings with paediatricians. Safety issues were carefully considered. Road safety was taught so that children could also eventually travel independently. Physical safety measures were undertaken on the routes. Each school identified its own mobility manager, whose role is to promote sustainable mobility in the school community, to be a spokesperson for the school on the issue, and to join a coordinating committee made up of all schools and the city administration.

Reggio Emilia is Lead Partner of URBACT ENTER. HUB Thematic Network and was Lead Partner of the INTERREG IVC MMOVE project about reducing car use in medium-sized cities. It has shared the Manifesto good practice with transnational partners in these projects.

(i) See a YouTube presentation of the project at: <http://www.youtube.com/watch?v=uStfVW4R8Q>



Municipality of Reggio Emilia



When citizens have the appropriate culture, tools and instruments to recognise the impact of their personal mobility choices, it gives them the courage to change habits. The Manifesto has brought the mobility issue directly into all the families of Reggio schoolchildren.

The Madrid Mobility Round Table, Spain

A quite different approach to targeted communication can be found in the case of the Mobility Round Table in Madrid. The background to the Round Table is a mobility initiative that went all wrong. In 2005 civil unrest broke out on the streets of Madrid in reaction to the extension of parking meters to cover the whole area within the ring road as well as three smaller suburban centres. It was seen as a moneymaking scheme for the city and the neighbourhood associations of the three smaller town centres became militant in their opposition, and managed to mobilise the city-wide association. As a result the Madrid Round Table was set up to resolve the issue and stop the demonstrations.⁷

The start-up phase of the Round Table had to be handled very sensitively owing to the general atmosphere of distrust and scepticism. It was seven months before the next elections and all parties were afraid that the others would take advantage and over-politicise the initiative. At first the opposition did not want to take part. The mayor agreed to keep a very low profile, as a guarantee to the opposition of not using the

⁷ <http://www.madrid.es/portal/site/munimadrid/menuitem.650ba10afbb0b0aa7d245f019fc08a0c/?vgnextoid=34a55876338af110VgnVCM1000000b205a0aRCRD&vgnextchannel=6091317d3d2a7010VgnVCM100000dc0ca8c0RCRD> (the first official communication about the Round Table was made with occasion of the first RSM about 2008, in 2009 winter)



Demonstrations against parking policy in Madrid led to the creation of the Mobility Round Table

forum to his own advantage. A methodology and work plan were designed to offer guarantees of a genuine, deliberative process and to avoid delays and trivial political rows.

It was agreed to take no photos and invite no media for the first year – firstly to restore a climate of trust, away from the tense public debate going on at that moment, and secondly to avoid any suspicions that the mayor might use the process politically while the Round Table was not yet mature. As a goodwill gesture, government funds were dedicated to consultancy support directly intended to be shared by all members of the Round Table, including the opposition.

The word ‘participation’ could not be used because it was politically controversial (there were very different ideas and conflict about what ‘participation’ means). Instead the table promoted ‘knowledge sharing’. The first year was considered a trial phase, a ‘warming up’ year, but since then the Round Table has proved its worth as a way to open dialogue and build consensus. It has two outputs. Firstly there is the annual ‘Report on the State of City Mobility’ (*Informe sobre el Estado de la Movilidad*) that feeds into a number of governance processes (policy evaluation, media





The Madrid Mobility Round Table bringing stakeholders together in Analysis and Discussion Workshops

briefings, inter-administrative dialogue, etc.). Secondly a series of task forces (named 'Analysis & Discussion Workshops') have been set up, which hold workshops and meetings involving a large number of stakeholders and tackling issues such as cycling policy and freight logistics. Their success has led to the Round Table becoming a permanent framework to agree mobility plans. The Round Table has been designated as the framework for the development of the diagnosis and proposals for the city's Sustainable Mobility Plan.

The stakeholders involved in the Madrid Mobility Roundtable are representatives of the municipal departments for environment and mobility, urban planning, economic development, citizen participation, safety, transport and police. Non-municipal partners include employers' associations, the chamber of commerce, unions, the university, car clubs, political parties, neighbourhood associations, professional associations, and the National Association of Car Manufacturers. The chairperson is the Madrid councillor responsible for environment and mobility.

Since its establishment, coordination between different municipal departments has become more effective. Its independence and professionalism are

guaranteed by external support on both technical issues and the governance/dialogue process. The budget has decreased from €220,000 in the first year, during which the methodology was defined and implemented, to €50,000 in 2012 for external support plus secretarial staff. Initially, part of the funding came from the national energy fund. After the first four years, the process has managed to function without financial subsidies, operating within internal resources, thanks to the capacity building effects it has generated.⁸

Madrid is a partner in URBACT Electric Vehicles in Urban Europe (EVUE) Thematic Network. The URBACT Local Stakeholder Group contributed to the Roundtable e-mobility strategy for the city.

To find out more about the unique process of the Round Table of Madrid contact:

Ignacio Ramos Soriano, Oficina de Movilidad Sostenible, Ayuntamiento de Madrid, ignacio.ramos@emtmadrid.es

⁸ <http://www.revistaambienta.es/WebAmbienta/marm/Dinamicas/secciones/articulos/Lucio.htm> (a review of the process in the magazine of the Spanish Environment Ministry, by the head of the technical secretariat)



1.4 Creating win-win situations: a way to get more out of what you already have

Because mobility is often at the intersection of different policy priorities, when it is approached creatively it can become the glue that holds different stakeholders and agencies together and can provide solutions to several needs.

Creating win-win conditions means building the capacity of city professionals, politicians and other stakeholders to collaborate. URBACT Thematic Networks, trainings and conferences provide opportunities for city professionals to learn from each other, and develop the skills necessary to build a common understanding across the existing professional silos in the city. They can draw on the resources, skills and strengths that reside in the office next door to their own. The URBACT manuals, like the Local Action Plans and Active Travel Audit, give directions and support in building up cross-silo teams within the city administration.

“We need to get more people to walk because it is good in every sense: it makes a city more vibrant, safer, more sustainable and healthier. That is positive, but it is actually also the cheapest policy because it is less expensive to invest in design on a human scale than in infrastructure for cars. And we also benefit from lower healthcare costs.”

– Jan Gehl, Danish architect, urban planner and author of *Cities for People*.

The mobility workstream came across two examples where concerted efforts to bring people together had resulted in successful outcomes.



The Kavalir, a small electric vehicle offering a free service for shoppers, not only provides easy access in the city, but also creates jobs.

Photo: András Ekés

A car-free city centre in Ljubljana, Slovenia

The historic city of Ljubljana in Slovenia is increasingly putting sustainable mobility at the top of the agenda. Sabina Popit was the officer working on a CIVITAS-funded scheme to create car-free space in the city centre. She reports that in the past there was double parking all day along both sides of the streets. *“There was no public space, only cars. It was like people felt they had a human right to park.”*

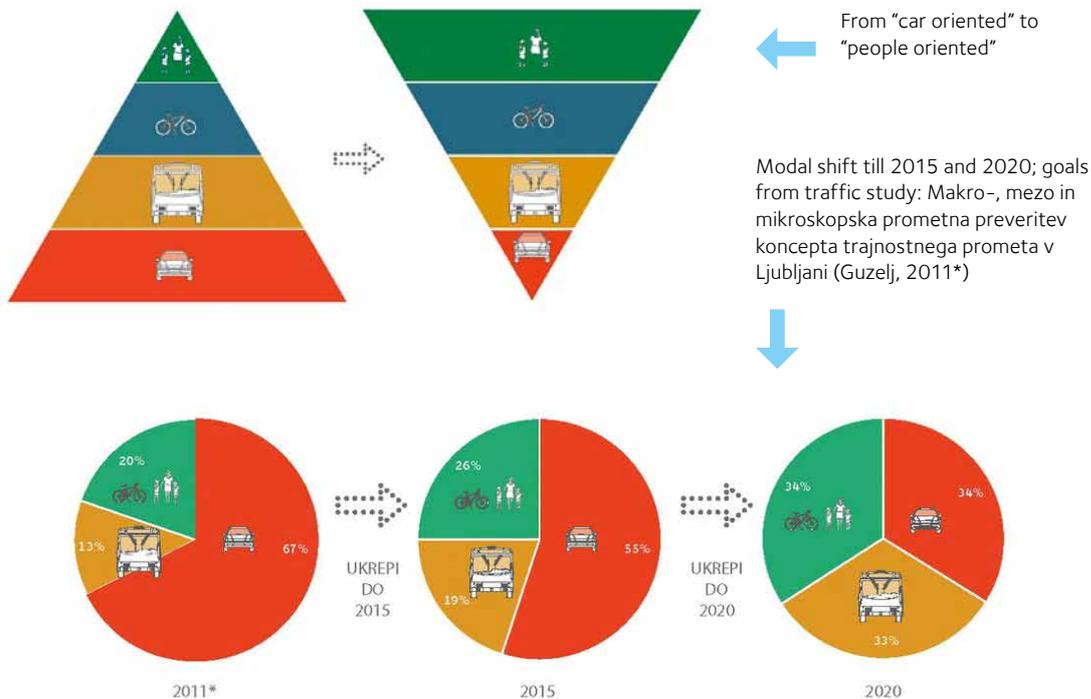
In 1998 there was a strong shift to sustainable mobility with the establishment of a Traffic Plan and a Mobility Plan for the city, the main objectives of which are to:

- increase the use of ‘green’ modes of transport
- reallocate road space
- reduce pollution

The deputy mayor at the time managed to convince the mayor that it was important to close the city centre by imposing very strict access restrictions. The municipality then closed a small part of the city for six months to do utility renewal works. This was an ‘undercover way’ to get people used to it. Once the works were completed the streets remained closed – it ‘just



Figure 3. New traffic policy for Ljubljana



Source: Municipality of Ljubljana

happened'. Residents, shopkeepers and restaurant owners lost their parking spaces and this caused some disturbance, but the mayors took a firm line. A delivery window was introduced between 06:00 and 9:30 a.m. when vehicles can access the centre.

The city centre of Ljubljana underwent a complete makeover. From a city centre dominated by cars, it is now inviting citizens and tourists for a stroll, a coffee and a trip in the 'Kavalir'.

When the streets were first closed, EU funding (through CIVITAS) helped the city put on lots of activities to celebrate, such as games and

puppet theatre performances, to raise people's awareness that the streets belonged to them. "We had forgotten that this is a place for people to interact and communicate. For so many years it was just a car park." The city introduced two electric vehicles that provide a free, on-demand service like rickshaws, to carry shopping home, or take people to the market. The two staff called 'Kavalirs' are paid for by CIVITAS, the electricity is paid for by the local authority and the tourism office bought the vehicles which run 100 km per day. This is an example of the new type of green job that can be created in urban mobility.

After one year people stopped complaining. The bar owners and shopkeepers realised that footfall had risen. They could put tables outside and make more money. Then other restaurant owners and shopkeepers started asking the municipality if



they could close their streets too. The process of introducing and extending these changes to the city centre became easier over time. To start with there was little citizen engagement or communications process. Now that has started in a more strategic manner for the next phases.⁹

Creating a triple win for politicians, municipal staff and the environment in Skanderborg, Denmark

Another approach to creating win-win-win situations was applied by the Municipality of Skanderborg in Denmark. Here climate and sustainability, traffic safety and better health have been long-standing local goals. 'The Extraordinary', a campaign to encourage cycling and walking to school, is one of the projects implemented through the URBACT Active Travel Thematic Network project with the aim of meeting all three goals at the same time.

While the aim of promoting cycling and physical health amongst school children is not uncommon, as seen in the Reggio Emilia case above, this campaign was unorthodox and the method of developing and implementing the campaign was unique.

The campaign was fostered in close cooperation between the Department of Planning (responsible for climate and CO₂ emissions), the Road and Traffic Department and the Health Department. It is the first time that the three departments have been able to work together so intensely across the typical sectorial divides. Lone Krogsgård from the Department of Road and Traffic at Skanderborg Municipality puts it this way: *"It has been a long process that has taken up much more time than we had envisaged. But we have formed strong*

and viable connections, which will outlast the first projects".

This cooperation has been formed through the URBACT process and has led to a number of prioritised projects described in a Local Action Plan. The Local Action Plan was developed in cooperation between the three departments through a number of case studies to pinpoint the specific projects to be undertaken. And the Active Travel Audit, yet another URBACT tool, has helped to prioritise the many possibilities and issues that are part of implementing projects across departments and professional differences.

The focus has been on developing projects that can help to carry out the overall political strategies of the municipality and the specific goals and aims of the three departments involved. One of the strong points highlighted by all participants is the added value of a different take on the problem. *"The campaign would not have been such a success, if it had been developed single-handed by one of the three departments. The different approach, methods, and tools that my 'new' colleagues use have taught me a lot – tools that I now use in my individual work at the Health Department,"* says Hans-Jørgen Bitsch, the Health Department partner of the trio.

The process has also strengthened political ties. Two municipal political forums, on 'Environment & Planning' and 'Education & Children', meet twice a year to discuss and further develop the joint projects listed in the Local Action Plan. This adds to a consistent and cohesive approach to mobility issues in the municipality. And that is a win-win for all.

⁹ <http://www.civitasljubljana.si>





The Extraordinary campaign of Skanderborg, partner in the URBACT ACTIVE TRAVEL Thematic Network

The name 'The Extraordinary' is a playful irony on the fact that walking and biking to school have become much less normal, as the proportion of children being driven to school by their parents has trebled over the past 30 years.

The provocative approach of closing down the roads around three schools half an hour prior to school start was chosen to try to break the vicious circle of parents driving their kids to school because the roads are not safe because of the traffic, thus leading to more parents choosing to do the same. This created a much needed debate amongst parents, children and teachers, aided by well thought out media coverage by both local and national press, radio and television. In the months following the spectacular start of the campaign, children competed among themselves and class competed with class to encourage the use of walking and biking to school.

The campaign meets objectives from the three departments involved:

- Health strategy: at least 30 minutes' activity per day for adults and one hour for children
- Department of Planning: Skanderborg will lower its CO₂ emissions
- Road and Traffic Department: the journey to and from schools must be safer



DE VALMINDELIGE

Source: Municipality of Skanderborg



2. Future cohesion policy: how EU funds can support smarter urban mobility

How can these ideas for urban mobility link to Europe 2020 Strategy?

In the 2014–2020 programming period for EU funds, one of the central aims of the Commission's proposals for Cohesion Policy¹⁰ is to ensure better value for money by concentrating funding on 11 strategic priorities based on the Europe 2020 strategy. Three of these priorities target economic competitiveness, four focus on the environment and three deal with jobs, human capital and social inclusion. The last (transversal) priority concerns good governance. The Commission also wants to improve integration between funding streams, simplify procedures and move towards a more results-based approach.

Member States will have to spend at least 5% of their ERDF budget (dedicated to the jobs and growth goal) on integrated sustainable urban development. Under the new rules Member States have to prepare a Partnership Agreement (or contract) explaining how they intend to use the five main EU funds in a coordinated way to achieve the 11 thematic objectives linked to the Europe 2020 strategy. This should include their proposals for the implementation of integrated sustainable urban development. The Partnership Agreement provides the overall framework which will then be set out in more detail in the programmes for each specific fund.

Whilst gathering evidence and urban experience, the Motivating Mobility Mindsets workstream

considered how the Structural Funds – the European Regional Development Fund (ERDF) and the European Social Fund (ESF) – could support best practice in the future, and in particular how they could underpin these transitions to cities of tomorrow, embodying a social vision of mobility, with less motorised transport, more emphasis on active travel modes, and the creation of better public space. This is about smarter use of EU funds for urban mobility and a number of points were agreed.

2.1 Reinforce urban mobility as a vital part of energy efficiency initiatives

Energy efficiency will be a major priority for the Structural Funds in the 2014–2020 programming period. For example, in more developed and transition regions, at least 80% of ERDF resources in each country should be allocated to energy efficiency and renewables, innovation and SME support, of which at least 20% should be allocated to energy efficiency and renewables. Less developed regions will have a broader range of investment priorities to choose from, reflecting their wider development needs. But they will have to devote at least 50% of ERDF resources to energy efficiency and renewables, innovation and SME support.¹¹

It is crucial that urban mobility measures should be included under this theme. Urban mobility accounts for 40% of all CO₂ emission from road transport

¹⁰ http://ec.europa.eu/regional_policy/what/future/proposals_2014_2020_en.cfm

¹¹ EC Cohesion Policy 2014–2020 Investing in growth and jobs



and up to 70% of other pollutants from transport. Reducing individual car use in cities, encouraging people to travel less, to travel by public transport, to cycle and walk can make a big impact on reducing energy use and dependence on fossil fuels.

Today's urban areas are home to 50% of the world's population¹² but account for 60–80% of energy consumption and 75% of carbon emissions.¹³ With regard to transportation, current modalities based primarily on private motorized vehicles are a major contributor to climate change, pollution, and health hazards. Across and beyond the urban sphere transport accounts for more than half of the world's consumption of liquid fossil fuels and nearly a quarter of the global energy-related CO₂ emissions. Studies indicate that the environmental and social costs, in terms of local air pollutants, traffic accidents and congestion, can add up to nearly or over 10% of a region or country's GDP¹⁴ – well beyond the amounts needed to jump start a green economy transition.

– UNEP (2011).¹⁴

¹² Kamal-Chaoui, L. and Robert, A. *Competitive Cities and Climate Change*. OECD Regional Development Working Papers 2009/2. OECD, Public Governance and Territorial Development Directorate.

¹³ *World Urbanisation Prospects: The 2005 Revision. Executive Summary, Fact Sheets, Data Tables*. UN Department of Economic and Social Affairs, UN Population Division (2006).

¹⁴ *Towards a Green Economy: Pathways to Sustainable Development and Poverty Eradication – A Synthesis for Policy Makers*. <http://www.unep.org/greeneconomy>

2.2 Focus on developing and promoting urban intelligence

Funding soft measures such as urban intelligence networks, multi-stakeholder planning and dialogue groups can be a smart use of mainstream Structural Funds. They tend to be less expensive than big infrastructure projects, and can bring sustainable impacts, by creating the right mechanisms and forums to deliver urban mobility over the long term, by better informing investment decisions and integrated plans. Dialogue groups that build consensus, like the Round Table in Madrid, are challenging, and need technical and political support. In order for them to work they need to be rigorous, to be supplied with good information, and to pay attention to processes and relationships so as to maintain a good reputation and credibility with all stakeholder groups. The Madrid Round Table output of an annual mobility report helps to determine the city's road map including short, medium and long-term action. The URBACT model is one of several similar instruments, including Sustainable Urban Mobility Plans (SUMP), which require cities to create or strengthen multi-stakeholder groups. The aim of mutual learning is explicit and they deliver real empowerment through consultation.

Dialogue groups can provide 'politics-free' zones for managing urban intelligence, and URBACT Local Action Plans provide a direct tool for better-focused Structural Fund investments.

Many of the experts participating in the mobility workstream hearings felt that EU money is sometimes used to try to implement an idealised solution that is not based on the realities of the territory. It is important to correct that trend, for



city stakeholders to think together about local priorities and take a smarter approach to mobility. The workstream also heard evidence that some countries have become accustomed to producing voluminous reports in order to access EU funding, for instance for a bus fleet renewal. They are not so used to working on urban knowledge exchange and sharing. EU Structural Fund money in the past has not always constructed, encouraged or capitalised on this kind of urban intelligence. Dialogue groups can provide 'politics-free' zones for managing this urban intelligence, and URBACT Local Action Plans provide a direct tool for better-focused Structural Fund investments.

2.3 Facilitate exchange programmes between cities

Transnational exchange between cities has proven itself as an effective mechanism to accelerate learning and shorten innovation time on mobility projects. It helps cities to develop more integrated and evidence-based proposals for EU Structural Fund investments. URBACT partners value the opportunity for different stakeholders in the Local Support Groups to work together over a two-year period, to learn about and visit other cities. The possibility to really examine how another city tackles urban mobility, to ask questions, to receive expert groups and peer reviews on site is invaluable in making sure that the right solutions are found for each city, by applying and adapting both good and bad experiences from partner cities. Transnational networking facilitates this process of deep exchange, between peer groups such as mayors, transport operators, energy companies, civil society, and interest groups. This dialogue helps to convince sceptical stakeholders, connect agencies that need to work together, and motivate those who are pushing for change. When the mayor invites another mayor to see what her city has done it has great impact. The expert from Gdynia reported that the experience of an urban

planning expert from another city coming and walking around for a day brought motivation and visibility. When the external expert said something that the city already knew or was already working on it became more important and more accepted.

Europe needs to make smarter use of existing facilities and capacities, through shared use, shared space and 'co-mobility' – optimising transport systems by focusing on the multiple dimensions of the demand side, mainly through a switch from private towards collective modes – in a way that reflects the key goals of the Europe 2020¹⁵ growth strategy: a smart, inclusive and sustainable economy. URBACT Thematic Networks such as Electric Vehicles in Urban Europe (EVUE)¹⁶ and Active Travel¹⁷ have allowed cities to really examine the way others are promoting electric mobility, walking and cycling, to be able to make use of that tacit knowledge to improve their own planning.

2.4 Make sure the metrics reflect mobility of the future

To ensure that the Structural Funds are channelled into the right projects, the metrics and indicators have to be carefully considered. In the past, transport infrastructure projects may have been measured by road capacity, kilometres extended, traffic flows improved. If you establish the wrong measurement, you will end up with the wrong solution. Urban mobility projects need to include environmental indicators, such as CO₂ emissions reduced, air quality improved, day and night time noise reduced, energy saved, and fossil fuel dependence reduced. Vitoria-Gasteiz uses

¹⁵ http://ec.europa.eu/europe2020/index_en.htm

¹⁶ <http://urbact.eu/en/projects/low-carbon-urban-environments/evue/homepage/>

¹⁷ <http://urbact.eu/en/projects/low-carbon-urban-environments/active-travel-network/homepage/>



indicators which include public space freed up and satisfaction of citizens and businesses. It is a challenge to identify and agree the right indicators for consensus-building urban knowledge networks, but it is important that these less tangible outcomes are valued and recorded.

2.5 Establish Structural Fund project assessment criteria in line with these metrics and future mobility

The assessment criteria for scoring Structural Funds project applications could include URBACT Local Action Plans or Sustainable Urban Mobility Plans (SUMPs), as a badge of quality in the analysis of problems and definition of solutions proposed. This would also guarantee evidence of integrated approaches with other city departments, multiple indicators across for instance health, urban planning, traffic, economic development and education. It is more likely to create win-win conditions for mobility investment.

2.6 Use integration tools to optimise the combination of hard and soft measures

Although austerity measures mean that cuts are made to major infrastructure projects, transport investments will continue to be a priority for the Structural Funds in coming years. The mobility workstream evidence points to the need for these investments to be focused on providing safe, efficient and clean modes of transport, backed up by soft initiatives that promote Mobility Mindsets. The framework for cohesion policy includes a number of tools, such as Integrated

Territorial Investments, Community-Led Local Development and sustainable urban development funded by separate priority axes in operational programmes, that would be ideal for pulling together and financing these combinations of soft and hard measures. URBACT Local Action Plans, Citylabs and other support tools can pave the way for this type of investment, harnessing good practice from other cities, and building the capacity of local actors to create and implement integrated mobility plans. Local Action Plans can clearly help support the design, implementation and evaluation of Sustainable Urban Mobility Plans (SUMPs). URBACT works as a learning tool for action.

2.7 Integrate better with other EU programmes and initiatives

The European Territorial Cooperation programmes are a useful tool to share practice on mobility. During the process of exploring good practice the mobility workstream found many other cases funded through CIVITAS, Intelligent Energy Europe, the Seventh Framework Programme and national funds. These experiences and results can be harnessed and combined in Structural Fund projects. Horizon 2020¹⁸ will be the umbrella for future research and innovation funding – the follow-up to FP7 and the CIP (IEE/STEER). Transport funding will be focused on smart, green and integrated transport. These funds can also be integrated into urban plans to implement the type of interventions featured in this paper.

¹⁸ http://ec.europa.eu/research/horizon2020/index_en.cfm



3. Conclusions: how to move forward in Motivating Mobility Mindsets

3.1 Combining hard and soft investments

Europe in the 21st century has to recognise that it is no longer viable, and indeed no longer rational, to rely solely on new infrastructure to meet mobility needs. European funds will continue to be an important source of investment for the 'missing links' in public infrastructure that provide the foundations for urban mobility, especially in less developed regions. But in future more of this hard investment needs to go into providing safe, sustainable modes of transport that are backed up by soft measures to influence mobility behaviour. The smart way forward is to integrate hard and soft measures, and this means thinking about the complementarity of modes at the planning stage. And at the same time special attention should be paid to changing mindsets, so that citizens and businesses are more likely to make energy and resource efficient mobility choices.

3.2 Doing more with less

Mobility challenges also demand new approaches and a leap 'out of the box'. In times of austerity future mobility solutions will need to be found through a 'do-more-with-less' strategy, by optimising the use of existing infrastructure and building on the knowledge of tried and tested solutions. Through these kinds of solutions many cities can develop local policies and practices that will provide the sound mobility choices needed, and at a lower cost.

3.3 Placing mobility mindsets at the heart of planning

The complexity of mobility decisions, either for creating new infrastructure or for designing new strategies to optimise the existing infrastructures, requires a new policy-making process, underpinned by a well-developed and shared understanding



Photo: András Ekés



of mobility. The concept of Mobility Mindsets, with the human dimension at its heart, creates the best basis for developing these strategies and informing decisions about investment. To get there, a real change in mindsets is needed, amongst politicians, civil servants and the many special interest groups as well as citizens. But evolution of the mindset rarely happens of its own accord. As the URBACT workstream discovered, the processes of participation are one of the best methods to drive the changes forward.

Cities need strategies for the long term, beyond political terms, to give public servants the confidence and stability to develop and implement plans.

3.4 Reaping the rewards of political courage

Many cases clearly demonstrate that the political leadership for a sustainable and long-term vision can indeed be found in cities, and that such leadership reaps rewards. In the city of Ljubljana, a visionary politician (the deputy mayor at the time) had the political courage and backing to transform a car-based city centre to a healthy and active place for current residents and visitors alike. As a bonus the initiative created the conditions for a healthy business community. Copenhagen's cycle boom would not have become a reality if a technical mayor had not made it the number one priority. This kind of political gut instinct might not come naturally in all cities. But by engaging the stakeholders of the city, and being willing to take part in a depoliticised forum – as in Madrid – politicians learn over time that issues of liveable cities can be combined with economic growth and better mobility. URBACT tools such as Local Action Plans and Active Travel Audits can also help the process along. In fact, what politicians learn in this kind of process is that the complex systemic problems of urban mobility can be addressed in

a constructive way. They realise the need to be humble, to listen, to dialogue with stakeholders and to take advantage of their knowledge, their vision, their involvement. The effect is at the same time to deepen the empowerment of stakeholders, and to strengthen the mayor's leadership. This reduces conflicts, opens the way for advance measures, and boosts electoral credibility.

“You can't change behaviour by decree, by law. You have to involve all stakeholders. It's about communication, leadership. In my experience in my home city, Funchal, it's a long-term problem. You have to be prepared to not have results quickly. It can take four to five years.”

– Bruno Pereira, Deputy Mayor Funchal and Chair, Political Advisory Committee, CIVITAS.

3.5 Being open to new dialogue, tools and partnerships

The new mobility requires openness to a new vision of the city, new ways of working, and consensus-building. This means involving city stakeholder groups and being open to new business models and partnerships with the private sector, where risk and return are shared. Green and sustainable solutions can be developed and explored with and by the inhabitants of the city and the business community, as they, when the appropriate background knowledge is provided and a robust cooperation framework is agreed, are best suited to mediate the right solutions. We should look in the mirror and work together rather than dream about the perfect solution or the greener grass on the other side! Multi-stakeholder involvement might hold a certain 'fear factor' at the beginning. But this reduces once stakeholders start talking.



It is sound advice to start the dialogue early in the process, when the trenches have not yet been dug. And, learning from the experience of Madrid Mobility Round Table, it is important to keep the debate and issues open, so as not to send the participants running for cover before they have a chance to hear the viewpoints of the others.

Examples of these new governance tools were explored in the URBACT EVUE Thematic Network. Electric car-sharing schemes run by public-private partnerships, such as Moveabout in Oslo, require serious ongoing dialogue between municipality and business partner to align the interests of both, to avoid negative modal shift, and still provide visibility on the streets of the city for a new clean technology. Also in the URBACT EVUE Thematic Network, the City of Stockholm shared its pioneering experiences of using bulk procurement as a governance tool to buy electric vehicles and attract the new market to a smaller country.

3.6 Building capacity to meet new challenges

City administrations face tough challenges, with shrinking resources and multiple needs. This can lead to a bunker mentality where people are afraid for their jobs and unwilling to be open to new ideas and to take risks. When the workload seems unmanageable, the eagerness to try out new approaches is hard to find. This is precisely the opposite of what cities need to face the current challenges. Cities lose capital when their staff resist engaging in these debates and initiatives. Successful capacity building has to be engaging, accessible, inspiring, relevant and well-organised. European transnational exchange and capacity building can help to open minds, to convince actors to take those first steps, and to anchor the changes within the local administration in order for it to be sustainable.

URBACT capacity building for city professionals, politicians and other stakeholder groups has a vital role to play in several ways. It supports the creation and dissemination of urban knowledge – not only technical knowledge, but also understanding of the processes that drive change. Participants in URBACT Thematic Networks, training and conferences are likely to be a self-selecting group of the ‘first movers’ and ‘first followers’, who need to be well-supported in their roles as change agents in their cities. In some cities these staff will face resistance, from inside the public administration as well as from outside, to the changes they propose for a more sustainable urban development.

“In my country there is no strong tradition of communicating about mobility. I think we need to learn more about consulting the public, about bringing the stakeholders together. We are used to consulting on land use, but for mobility issues we need to learn more.”

– Mette Granberg, Finland.

3.7 Working across departments, disciplines and with the dynamics of change

This capacity building also has to focus on inter-disciplinary cooperation and the dynamics of change. To bring about real change in the way we live our lives and consume transport is by no means a single-person task. Habits are hard to change, both in ourselves and in others. A diversity of knowledge, working methods, external and internal contacts and mutual support is needed to make it happen. This task cannot hang on a single person or department in the city. Innovative methods must be developed and



rooted across all departments with responsibility for the development of the city. The case of “the extraordinary” in Skanderborg, Denmark shows that the processes of working across sectors take some to get used to. But the benefits in the long run are big, and it does get easier with practice.

Mobility activists are often change agents and it’s a tough job. Examples given in hearings were that bicycle officers are seen as irritants and mobility managers are paranoid that nobody likes them. Nobody understands what this new mobility management is. Where does it belong? How do you count it?

By modelling processes for change, and giving evidence of how they can work in other cities, urban professionals can be inspired to continue taking the work forward. Exchange and capacity building in European Territorial Cooperation programmes needs to be underpinned by an understanding of the dynamic of change in cities, and to be fully cognisant of the very real challenges of resistance and resource limitations.

3.8 Creating new mobility jobs

New mobility can contribute to green economic growth. Mediating mobility solutions and Motivating Mobility Mindsets is a time-consuming process. Achieving a real change in mobility patterns, towards the greater use of public transport, bikes and walking, is not easy. But it will, in the end, lead to a more efficient use of existing infrastructure, which will reduce running costs for the city and diminish the need for new and expensive infrastructure building. Employing mobility mediators in cities is an important step forward. Mediators who engage citizens, businesses and schools, as they do in

Reggio Emilia, are an effective tool to generate a Mobility Mindset among transport users. In addition to creating jobs they can bring a sense of local community and responsibility to the inhabitants. Cities will need to plan for these new jobs, potentially using the framework created by the URBACT More jobs: better cities workstream. For instance, new skills may be needed in customer services, community consultation, marketing, etc.

3.9 Exploiting mobility as a connector in the city

Mobility issues touch on and connect to many of the challenges that face cities: unemployment, land use, public space, segregation, lack of social cohesion, poor health due to pollution and inactivity. But in this there is also hope: this offers Europe a niche, a strength, and advantage when it comes to mobility, in the sense of a new concept of mobility, that prioritises rationalisation, the creation of shared space, and using mobility as a tool to link to other elements of the city and develop shared solutions.

All cities, including the so called ‘front-runner cities’ are looking for smarter solutions that provide cleaner mobility for their inhabitants reducing CO₂ emissions and eliminating mobility poverty. They also want mobility to provide new job possibilities and economic growth in the city, and to make city life more enjoyable. Looking across Europe, the URBACT workstream witnessed many cities with successful approaches, each tailored to its city’s own starting point and the specific challenges it had to tackle. Each city was learning to use the potential of mobility as a hotwire to jump start itself into a brighter mobility future.



Annex 1:

Capitalisation process and methodology

People involved in the mobility workstream activities

Workstream coordinator

- Sally Kneeshaw, Lead Expert of the URBACT EVUE Thematic Network

Core group members

- Paolo Gandolfi, Deputy Mayor of Reggio Emilia, Italy
- Anette Enemark, Tetraplan, Copenhagen, Denmark
- András Ekés, Metropolitan Research Institute, Budapest, Hungary
- Robert Stüssi, Lead Expert for the development phase of the URBACT ENTER-HUB Thematic Network, Portugal
- Antonio Lucio Gil, Editor *Ecosostenible*, Partner EUNOIA project. Formerly Fundación Mobility Madrid. Mobility specialist.

Witnesses and advisers

- Johannes Theissen, TraffIQ Frankfurt, partner in INTERREG IVC and URBACT EVUE Thematic Network, Germany
- Henk Kok, Strategy Department of the city of Eindhoven, Netherlands
- Bjørn Sondelien, Norwegian Road Administration
- Robert Pressl, FGM-AMOR and Lead Expert of the URBACT Active Travel Thematic Network
- Marcus Enoch, Associated professor of Loughborough University, Nottingham, UK
- János László, Hungarian Cycling NGO
- Katarzyna Sierpińska, City of Gdynia, Poland
- Jan Spousta, Transport Research Centre, Czech Republic
- Sabina Popit, City of Ljubljana, Slovenia
- László Sándor Kerényi, BKK Budapest, Hungary

Other contributions by

- Juan Carlos Escudero, Vitoria-Gasteiz, Spain
- Lone Krogsgård, Municipality of Skanderborg, partner in the URBACT ACTIVE TRAVEL Thematic Network, Denmark
- Hans-Jørgen Bitsch, Municipality of Skanderborg, partner in the URBACT ACTIVE TRAVEL Thematic Network, Denmark

Mobility workstream process

In 2012 the URBACT programme established six workstreams aimed at capitalising knowledge in response to the challenges posed in the DG Regional Policy *Cities of Tomorrow* report. The Mobility workstream recruited experts from five different member states, with high-level expertise in urban mobility:

Paolo Gandolfi is Deputy Mayor of Reggio Emilia in Italy, and President of the Eurotowns network of medium-sized cities. Reggio Emilia is renowned for its innovative mobility measures and its high-profile activity on the international stage. Paolo has political responsibility for mobility and public works.

Anette Enemark is a spatial planner by training, based in Copenhagen, with close to 20 years' experience in mobility management and transport-related issues at national and local level, both in public administration and as a consultant. She is on the board of the International Programme Committee for the yearly European Conference on Mobility Management (ECOMM).



András Ekés is Managing Director of the Metropolitan Research Institute in Budapest. He coordinates transport projects and develops urban mobility strategies. He is involved in the INTERREG IVC CATCH MR project and the Eltis plus coordinated Sustainable Urban Mobility Planning Programme.

Robert Stüssi is Lead Expert for the development phase of URBACT ENTER.HUB Thematic Network. He has a long career in research and teaching at several universities and training courses and as an adviser to government, regional and local authorities. Recently his experience has extended into advising cities and governments on the introduction of active modes, 'co-mobility' and alternative vehicle and fuel technologies.

Antonio Lucio Gil, an environmental lawyer, is the former head of the Fundación Movilidad in Madrid, which is a partner in the URBACT Electric Vehicles in Urban Europe network. A mobility specialist, he is now based in London. He works as editor of *Ecosostenible* and as project partner in EUNOIA.

Together with the workstream coordinator, **Sally Kneeshaw**, (Lead Expert, Electric Vehicles in Urban Europe) the group met three times between April and November 2012 to identify the key issues for cities in promoting urban mobility of tomorrow.

The workstream hosted **two expert hearings**, to gather information and insights on how urban mobility is tackled in European cities. The first was held in June at the 2012 European Conference on Mobility Management (ECOMM) in Frankfurt, the second in Budapest in

November. The workstream found it important to locate one hearing in a central European city and actively seek out the different experiences in what can often be highly politicised and challenging environments in post-Communist countries. To gather further inputs a number of interviews were conducted at the CIVITAS Forum in Spain in September 2012.

All in all **more than 30 interviews** were conducted with mobility professionals, city representatives and politicians. Highlights of these interviews were edited into a short film *Motivating Mobility Mindsets* which can be viewed at <http://conference2012.urbact.eu/connect/videos/video/4-motivating-mobility-mindsets-urbact-capitalisation-workstream-interviews-from-ecomm-and-civitas-2012?groupid=10>

The Mobility workstream core group maintained an ongoing dialogue both within the group, with the other URBACT workstreams and beyond the group over a period of nine months, in order to consolidate the emerging findings and to extend the invitation for comments and reflections. The *URBACT Tribune* article and the short film *Motivating Mobility Mindsets* were disseminated widely in November 2012 to attract further feedback.

During the URBACT Annual Conference in December 2012 the **Motivating Mobility Mindsets workshop** shared some of the emerging findings published in the *Tribune* article, and facilitated group discussion and role-play based on stakeholder mindsets regarding the transition to a car-free city centre. The feedback and interventions from workshop participants have been included in this paper.



From the outset it was clear that the value to be added to urban mobility knowledge from the URBACT capitalisation process was to focus on a social vision of mobility in cities of tomorrow, rather than repeat the many well-documented examples of technical measures. The emphasis is to Motivate Mobility Mindsets across stakeholder groups and integrate mobility as an important factor to be considered in many policy areas, such as economic development, health, and spatial planning.

The URBACT workstream process proved to be a resource efficient, dynamic, iterative and innovative way to harness good practices and experiences from advanced practitioners across the EU, to bounce around ideas and concepts about a new mobility scheme in Europe and keep these ideas rebounding to inspire fresh thinking.

The workstream on Motivating Mobility Mindsets would like to extend a special thanks to the many city representatives, experts and politicians who have made an input into our work – inputs that have challenged and developed the thinking in this paper. And a special thanks to the many city representatives that joined our Mobility workshop at the URBACT conference in Copenhagen in December 2012. Your active participation and inspired role-playing have helped us to draw out the main conclusions presented here.

More information:

URBACT 2012 conference website:
<http://www.conference2012.urbact.eu/about-conference/themes-and-workshops>



Photo: András Ekés



Annex 2.

European Territorial Cooperation projects and programmes working on urban and regional mobility

ESPON

EU-LUPA (European land-use patterns) – urban dimension

ESPON Climate (Climate Change and Territorial Effects on Regions and Local Economies in Europe)

TRACC (Transport ACCessibility at regional/local scale and patterns in Europe)

List of programmes provided by INTERACT

- **INTERREG NWE**

Ticket2Kyoto

Tramstore21

- **Spain France Andorra CBC programme**

CIRCULEDOUCE

- **South-West Europe**

SUMOBIS – Development of sustainable transport in cities <http://www.sumobis.eu/>

- **MED programme**

CYCLO – Cycling cities – Local Opportunities for Sustainable Mobility and Tourism Development <http://www.cyclingcities.eu>

- **Atlantic Area**

START – Seamless Travel across the Atlantic area Regions using sustainable Transport <http://www.start-project.eu/en/Home.aspx>

- **Spain Portugal CBC programme:**

CEIIA_CTAG_MOBI_one – Platform for the promotion of sustainable transport means http://www.poctep.eu/index.php?modulo=proyectos_aprobados&pagina=ver.php&busqueda=CEIIA_CTAG_MOBI_one_1_E&id_area=&areas=&tematicas=&apoyos=&estructurantes=&limite=0&back=proyectos_aprobados&id_ficha=6&id_tipo=

MOBI2GRID – Pilot experiences in electrical mobility http://www.poctep.eu/index.php?modulo=proyectos_aprobados&pagina=ver.php&busqueda=MOBI2GRID_1_P&id_area=&areas=&tematicas=&apoyos=&estructurantes=&limite=0&back=proyectos_aprobados&id_ficha=96&id_tipo=

- **Austria-Czech Republic**

SUKI – Sustainable Kitchen: <http://www.wien.gv.at/wirtschaft/eu-strategie/eu-foerderung/etz/projekte/suki.html>

- **Slovakia-Austria**

VIBRATE – Twin City Vienna Bratislava e-mobility Demonstrationsprojekt: <http://www.wien.gv.at/wirtschaft/eu-strategie/eu-foerderung/etz/projekte/vibrate.html>



- **INTERREG IVA North programme (Sweden, Finland & Norway)**

Resecentrum – Travel center Haparanda-Tornio, <http://www.interregnord.com/en/projects/north/3-regional-functionality-and-identity/resecentrum-haparanda-tornio.aspx>;

- **South Baltic CBC programme (Poland, Sweden, Germany, Denmark & Lithuania)**

Access by Cycling – Integrating cycling into multimodal transport system and mobility culture (abc.multimodal), http://en.southbaltic.eu/db/index.php?p=6&id_db=4&id_record_=337,

Introducing electric mobility as intermodal transport mean in small & medium sized cities of the South Baltic area (ELMOS), http://en.southbaltic.eu/db/index.php?p=6&id_db=4&id_record_=425;

- **Central Baltic INTERREG IVA (Estonia, Finland, Latvia & Sweden)**

Helsinki-Tallinn Transport & Planning Scenarios, <http://www.euregio-heltal.org/hhtransplan>

- **France-Switzerland**

Promotion du co-voiturage dans l'Arc Jurassien (car-sharing) <http://www.clients-cms.com/CMS/documents/2981/services/covoiturage.pdf>

Pérennisation du schéma de cohérence lémanique des transports http://www.clients-cms.com/CMS/documents/2981/transports/schema_de_coherecence.pdf

- **France-Italy (ALCOTRA)**

Mobilité durable dans l'Espace Mont Blanc (Sustainable mobility in the Mont Blanc) <http://www.espace-mont-blanc.com/>

- **North Sea programme**

Care North – To develop and implement carbon reduction strategies and to secure an ongoing energy supply for transport in urban areas <http://www.northsearegion.eu/ivb/projects/details/&tid=105&back=yes>

C2CI – Cradle to Cradle Islands – A citywide C2CI Feasibility Study to canvass the existing sustainable innovation activities taking place in New York City to determine potential partners, identify achievable projects and envision sustainable outcomes. Thus, the urban nature of the involvement of US expands the scope of the activities to consider the element of density on islands. Knowledge exchange between NYC and NSR is an important aspect for delivering transnational impact <http://www.northsearegion.eu/ivb/projects/details/&tid=96&back=yes>



INTERREG IVC

CAPRICE – Capital regions integrating collective transport for increased energy efficiency

SUM PROJECT – Sustainable Urban Mobility

ECOTALE – External Costs of Transport and Land Equalisation

EPTA – European model for Public Transport Authority as a key factor leading to transport sustainability.

POSSE – Promotion of Open Specifications and Standards in Europe

POLITE – Policy Learning in Information Technologies for Public Transport Enhancement

RITS-Net – Regions for Intelligent Transport Solutions Network

CATCH_MR – Cooperation Approaches to Transport Challenges in Metropolitan Regions

MMOVE – Mobility Management oVer Europe: Changing Mobility Patterns

PIMMS CAPITAL – Capitalising on Partner Initiatives in Mobility Management Services

PIMMS TRANSFER – Transferring Actions iN Sustainable mobility for European Regions

INVOLVE – Involving the private sector in Mobility Management

CycleCities – European cities for integrating cycling within sustainable mobility management schemes

SUGAR – Sustainable Urban Goods logistics Achieved by Regional and local policies

FLIPPER – Flexible Transport Services and ICT platform for Eco-Mobility in urban and rural European areas

EU 2020 going local – From detached Lisbon and Gothenburg Strategies to a regionalised indigenous EU 2020



Annex 3.

What Mobility Mindsets can bring to the five URBACT workstreams

“...despite the continued interest in the people oriented planning principles, places, districts and entire cities continue to be developed without any reference to principles along these lines. This is not an issue of negligence, but of neglect. For over the past 50 years, none of those entrusted with building cities – neither architects, planners nor engineers – have been trained to focus on looking after the needs of people. The growing interest in my work from numerous professions and disciplines attests to the fact that this is thankfully changing. There appears to be a genuine and powerful trend of politicians, technocrats and citizens alike beginning to demand that cities become more liveable, safer, healthier, and indeed more sustainable.”

– Jan Gehl, Danish architect, urban planner and author of Cities for People.

- New green jobs: mobility mediator or new mobility services;
- A social vision of space in the city, that creates shared space for all citizens, leading to less segregation;
- Mobility poverty reduction;
- Energy efficiency of urban mobility;
- Autonomy of older people: a good soft mobility supply combined with support and training to use it can help older people to remain active and involved in their neighbourhoods, unafraid to venture out to see friends and participate in the life of the city, without being reliant on private cars;
- Innovations from citizens about better ways to move around the city, to meet, to support each other, to participate, to enjoy the urban landscape;
- Building of social capital, trust and engagement for instance in the school cycling campaigns.

greening mobility that have been implemented across Europe. Tools, means and experiences can be found at:

CIVITAS.eu – Network of cities introducing ambitious transport measures and policies towards sustainable urban mobility

Eltis.org – Facilitates the exchange of information, knowledge and experiences in the field of urban mobility in Europe

EPOMM.eu – Network of countries and regions promoting Mobility Management measures.

Mobilityplans.eu – Providing guidelines, examples and training in SUMP (Sustainable Urban Mobility Plans)

Allinx.eu – Thematic community for European professionals working locally in the field of mobility management

Build on the experience of others

There is much to be learned from the many successful (and unsuccessful) examples of



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URBACT II PROJECTS

PROJECTS	ISSUES ADDRESSED	LEAD PARTNERS
1ST CALL PROJECTS (2008-2011)		
Active A.G.E.	Strategies for cities with an ageing population	Roma – IT
Building Healthy Communities*	Developing indicators and criteria for a healthy sustainable urban development	Torino – IT
CityRegion.Net	Urban sprawl and development of hinterlands	Graz – AT
Co-Net	Approaches to strengthening social cohesion in neighbourhoods	Berlin – DE
Creative Clusters	Creative clusters in low density urban areas	Obidos – PT
C.T.U.R.	Cruise Traffic and Urban Regeneration of port areas	Napoli – IT
EGTC	Sustainable development of cross-border agglomerations	Mission Opérationnelle Transfrontalière – FR
FIN-URB-ACT	SMEs and local economic development	Aachen– DE
HerO*	Cultural heritage and urban development	Regensburg – DE
HOPUS	Design coding for sustainable housing	University La Sapienza, Roma – IT
JESSICA 4 Cities	JESSICA and Urban Development Funds	Regione Toscana – IT
Joining Forces	Strategy and governance at city-region scale	Lille Métropole – FR
LC-Facil	Implementing integrated sustainable urban development according to the Leipzig Charter	Leipzig – DE
LUMASEC	Sustainable land use management	University of Karlsruhe – DE
MILE*	Managing migration and integration at local level	Venice – IT
My generation	Promoting the positive potential of young people in cities	Rotterdam – NL
NeT-TOPIC	City model for intermediate/peripheral metropolitan cities	L'Hospitalet de Llobregat – ES
Nodus	Spatial planning and urban regeneration	Generalitat de Catalunya – ES
OPENCities*	Opening cities to build-up, attract and retain international human capital	Belfast – UK
REDIS	Science districts and urban development	Magdeburg – DE
RegGov*	Integrated policies and financial planning for sustainable regeneration of deprived areas	Duisburg – DE
REPAIR	Regeneration of abandoned military sites	Medway – UK
RUnUp	Strengthening potential of urban poles with triple helix partnerships	Gateshead – UK
Suite	Sustainable housing provision	Santiago de Compostela – ES
UNIC*	Promoting innovation in the ceramics sector	Limoges – FR
URBAMECO*	Integrated sustainable regeneration of deprived urban areas	Grand Lyon – FR
Urban N.O.S.E.	Urban incubators for social enterprises	Gela – IT
WEED	Promoting entrepreneurship for women	Celje – SI
2ND CALL PROJECTS (2009-2012)		
ACTIVE TRAVEL	Promoting walking and cycling in small and medium-sized cities	Weiz – AT
CASH*	Sustainable and affordable energy efficient housing	Echirolles– FR
ESIMeC	Economic strategies and innovation in medium-sized cities	Basingstoke and Deane – UK
EVUE	Electric Vehicles in Urban Europe	Westminster – UK
LINKS	Improving the attractiveness and quality of life in old historical centres	Bayonne – FR
OP-ACT	Strategic positioning of small and medium-sized cities facing demographic changes	Leoben – AT
Roma-Net*	Integration of the Roma population in European cities	Budapest – HU
SURE	Socio-economic methods for urban rehabilitation in deprived urban areas	Eger – HU
TOGETHER	Developing co-responsibility for social inclusion and well-being of residents in European cities	Mulhouse – FR
3RD CALL PROJECTS (2012-2015)		
4D Cities	Promoting innovation in the health sector	Igualada – ES
CITYLOGO	Innovative city brand management	Utrecht – NL
Creative SpIN	Cultural and Creative Industries	Birmingham – UK
CSI Europe	Role of financial instruments (Jessica Urban Development Fund) in efficient planning	AGMA Manchester – UK
ENTER.HUB	Railway hubs/multimodal interfaces of regional relevance in medium sized cities	Reggio Emilia – IT
EUniverCities	Partnerships between cities and universities for urban development	Delft – NL
Jobtown	Local partnerships for youth employment opportunities	Cesena – IT
My Generation at Work	Youth employment with focus on enterprising skills and attitudes	Rotterdam – NL
PREVENT	Involving parents in the prevention of early school leaving	Nantes – FR
RE-Block	Renewing high-rise blocks for cohesive and green neighbourhoods	Budapest XVIII District – HU
Sustainable Food in Urban Communities	Developing low-carbon and resource-efficient urban food systems	Brussels Capital – BE
URBACT Markets	Local markets as drivers for local economic development	Barcelona – ES
USEACT	Re-utilizing existing locations to avoid land consumption	Napoli – IT
USER	Involving users and inhabitants in urban sustainable planning	Agglomeration Grenoble Alpes Métropole – FR
WOOD FOOTPRINT	Local economic development through the (re)use of brownfield and buildings of the wood furniture sector	Paços de Ferreira – PT

*Fast Track Label

URBACT is a European exchange and learning programme promoting integrated sustainable urban development.

It enables cities to work together to develop solutions to major urban challenges, re-affirming the key role they play in facing increasingly complex societal changes. URBACT helps cities to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT II comprises 400 different-sized cities and their Local Support Groups, 52 projects, 29 countries, and 7,000 active stakeholders coming equally from Convergence and Competitiveness areas. URBACT is jointly financed by the ERDF and the Member States.

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