CIVITAS
Sustainable and smart mobility for all

Synthesis of Issues Affecting the FastTracking of Innovation

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Abstract

This report (D1.2) summarises results from the FastTrack Needs Assessment on a general level. (It completes site-specific reports which are included in D1.1.) More precisely, D1.2 briefly presents the Local Affiliates involved, summarises the findings from the online survey, highlights statements from the interviews with the FastTrack Local Affiliates concerning the acceleration of mobility innovation, and draws conclusions. The summary of the survey results provides an overview over the Local Affiliates' planning context including recent success stories, about the innovation to be deployed within FastTrack, drivers, and barriers for innovation, and specific learning needs.

Project Partners

Organisation	Country	Abbreviation
ICLEI EUROPEAN SECRETARIAT GMBH	Germany	ICLEI
EUROCITIES ASBL	Belgium	EUROCITIES
MOBIEL 21 VZW	Belgium	M21
EUROPEAN INTEGRATED PROJECT	Romania	EIP
VECTOS GMBH	Germany	VECTOS
ETHNIKO KENTRO EREVNAS KAI TECHNOLOGIKIS ANAPTYXIS	Greece	CERTH
STAD ANTWERPEN	Belgium	Antwerp
COMUNE DI BOLOGNA	Italy	COBO
BUDAPEST FOVAROS ONKORMANYZATA	Hungary	MUNBUD
STOCKHOLMS STAD	Sweden	STOCKHOLMS STAD

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1 Executive Summary

This report summarises results from the FastTrack Needs Assessment on a general level. (It completes FastTrack-deliverable D1.1 which includes site-specific reports.) More precisely, this report

- briefly presents the 24 Local Affiliates involved,
- summarises the findings from the online survey,
- highlights statements from the interviews with the FastTrack Local Affiliates concerning the acceleration of mobility innovation,
- and draws conclusions.

The summary of the survey results provides an overview over the Local Affiliates' planning context including recent success stories, about the innovative solution to be deployed within FastTrack, drivers, and barriers for innovation, and specific learning needs.

In addition to the findings from the online survey, the interviews with representatives from the Local Affiliates allowed insights in terms of factors supporting accelerated mobility innovation on the ground. Some of the most relevant statements are gathered. They can be read as inspiration for other cities and areas.

Conclusions are drawn in relation to the different aspects and components of the FastTrack-project. This enables the project partners to refer to relevant lessons learned during the Needs Assessment when working on these aspects / components.

2 Introduction

The Needs Assessment captures the situation and needs of the European cities and areas involved in CIVITAS FastTrack at the beginning of the capacity building process taking place during the project. Site-specific findings are reported in detail in a separate report (D1.1), and overarching findings in this deliverable D1.2. The overall aim of D1.2 is to provide information **enabling the project partners to tailor the capacity building process as closely as possible according to the Local Affiliates' needs**. In addition, it provides an overview of factors supporting accelerated mobility innovation based on experience of the cities and areas involved in FastTrack. The report begins with a brief introduction to the project and the Needs Assessment method, followed by the presentation of the most relevant findings from the Needs Assessment.

2.1 About FastTrack

FastTrack works with 24 urban and peri-urban areas from all over Europe to help them accelerate (or "FastTrack") the deployment of sustainable mobility innovation. Four "Ambassador Cities" and twenty "Local Affiliates" receive support from six technical partners plus additional suppliers. The core of FastTrack is a two-year capacity building process comprising five learning-sequences. In this context, each Local Affiliate further develops at least one mobility innovation. The work on this innovation, exchange of experience and (peer-)learning is organised in four learning-communities, the topic-based clusters. Each of these clusters is led by an experienced Ambassador City. In addition, learning related to horizontal topics is provided.

The four clusters focus on the following topics:

- Sustainable & Clean Urban Logistics
- Cycling in the Urban & Functional Urban Area
- Integrated Multi-modal Mobility Solutions
- Traffic & Demand Management

According to the current state of discussion within the project, the horizontal topics are:

- Funding, financing & business models (including procurement)
- Digitalisation & data management
- Governance, participation, cooperation, and co-creation
- Behaviour change

2.2 The FastTrack-Needs Assessment - Method

The purpose of the Needs Assessment is to assess the baseline from which the 24 cities and areas involved start the FastTrack capacity building process, which drivers are promoting, and

which obstacles are hindering their efforts in rapidly deploying mobility innovation and which learning needs result from this.

The Needs Assessment took place during the course of 2021. An online survey and interviews were the main tools for gathering information, completed by internet- and literature-research. Findings are summarised in reports and visualised in “Innovation Profiles” for each city / area.

2.2.1 The eight ‘Ms’ as a “backbone”

The concept for the Needs Assessment is inspired by findings from the CREATE project[1], which defined success-factors (the eight ‘Ms”) contributing to the shift from car-orientation towards sustainable mobility and a place-based city, based on evidence from major European cities:[2]

1. Mood - Public, political, and professional **acceptability**
2. Motivation - **Triggers for change** (e.g., deterioration)
3. Mass - **Capacity** building: deepen and broaden the skills base
4. Momentum - Building on success: pilots and **policy ‘windows’**
5. Mechanisms - **Engagement, enforcement, administration, delivery; co-operation and co-ordination**
6. Measures - PT investment, reallocate road-space
7. Methods - Better **forecasting and appraisal methods**
8. Money - **Funding mechanisms**

These aspects were taken under consideration in the online survey and the interviews (see below) during the FastTrack Needs Assessment. The Local Affiliates were asked about already existing experience, and also about the existence of potential drivers and barriers for the future deployment of innovation. A further developed approach to the eight ‘Ms’ builds the basis for the Innovation Profiles (see below).

2.2.2 Online survey and interviews

The extensive **online survey** was developed by VECTOS, taking contributions and comments from all the technical partners of the FastTrack-consortium into consideration. Representatives from 24 cities / areas answered to the survey questions via Google Forms[3] in the period from 11th June to 13th December 2021.

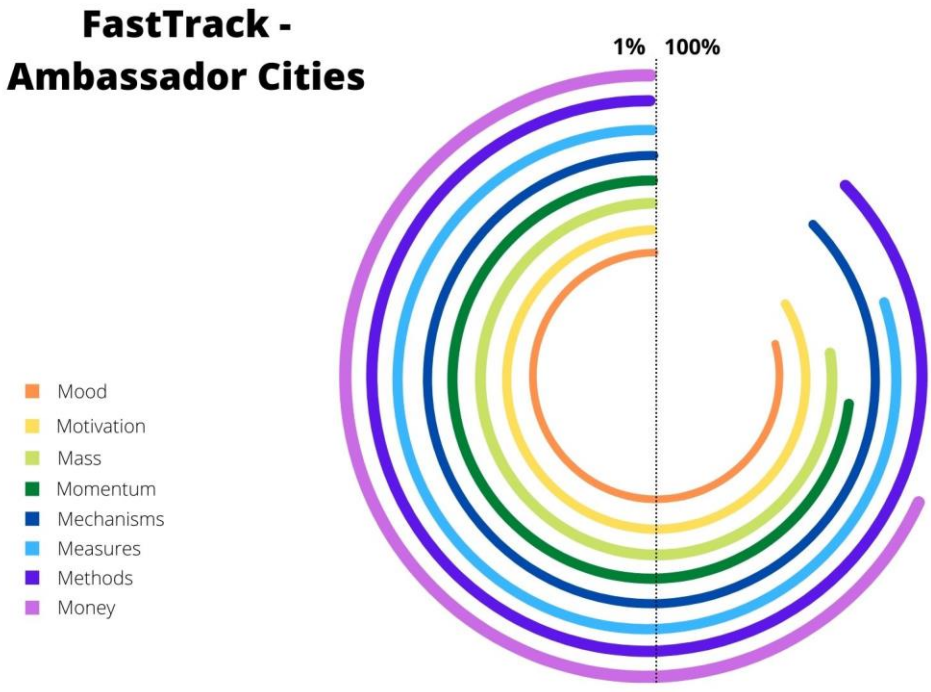
[1] CREATE-website: http://www.create-mobility.eu/create/home;
Project Summary and Recommendations for Cities: Layout 1 (eurocities.eu);
The CREATE-Guidelines: https://vectos.eu/insight/how-the-create-project-inspired-a-modern-approach-to-transport-planning/
[2] See Project Summary and Recommendations for Cities, slide 37
[3] Link: FastTrack Needs Assessment - Google Formulare

Based on the answers to the online survey, **interviews** were facilitated by VECTOS and EIP with the aim to develop a deeper understanding of the Local Affiliates' situation and needs. The focus was on planning context, innovation to be deployed within FastTrack, drivers / barriers, and respective learning needs. Representatives from eighteen Local Affiliates were available for these interviews via MS Teams in the period from 07th July to 10th December 2021.

2.2.3 Reporting

As mentioned above, the findings resulting from online survey and interviews are summarized in two deliverables:

FastTrack deliverable **D1.1** (Analysis of Issues Affecting the FastTracking of Innovation in Local Affiliate areas) includes **site-specific reports** providing an overview of the planning context, the innovation to be deployed within FastTrack, factors supporting or hindering a shift towards sustainable mobility and the deployment of mobility innovation, and the conditions for learning with FastTrack for each of the 24 cities / areas involved in the Needs Assessment. It also includes **"Innovation Profiles"** visualising the readiness of each city / area for the deployment of mobility innovation based on the concept of the eight 'Ms' from the CREATE project (see above). A detailed description of how the Innovation Profiles were developed is provided in FastTrack-deliverable D4.1 - FastTrack Innovation and Knowledge Strategy.



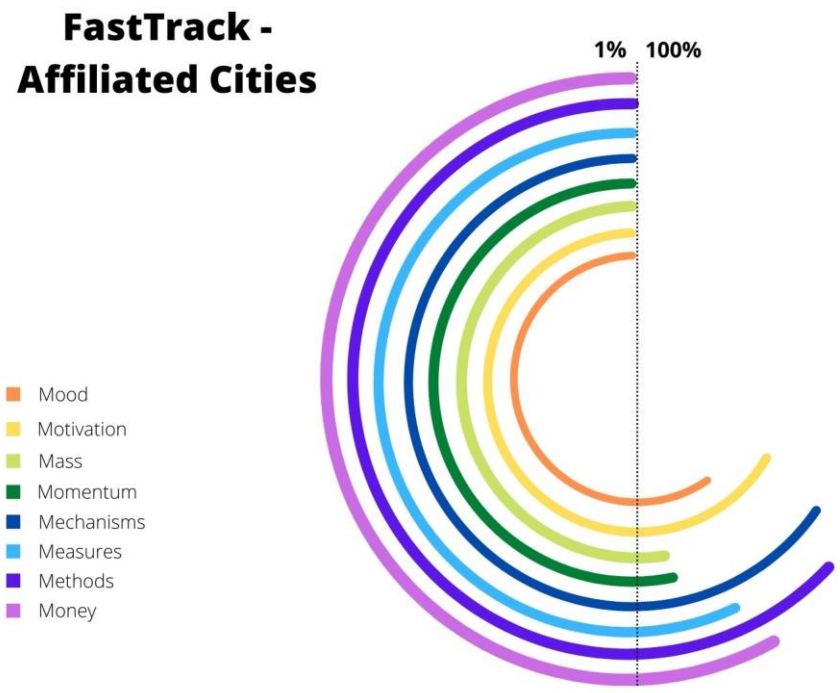


Figure 1: The "average" FastTrack Innovation Profiles of the Ambassador Cities and of the Local Affiliates

This FastTrack deliverable **D1.2** (Synthesis of Issues Affecting the FastTracking of Innovation) summarises the findings from the Needs Assessment at a more general level. More precisely, D1.2 briefly presents the Local Affiliates involved, summarises the results from the online survey, highlights statements from the interviews with the FastTrack Local Affiliates concerning the acceleration of mobility innovation, and draws conclusions.

Some of the results from the online survey – those related to the Local Affiliates' experience in terms of the deployment of mobility innovation – also feed into the FastTrack State of the Art Review (deliverable **D1.5**, Rapid Delivery of Transport Innovations – State of the Art Report Interactive Online Tool).

2.3 Introduction to the following sections

Section 3 of this report briefly presents the cities and areas that were involved in the Needs Assessment in terms of their location and size.

Section 4 summarizes the results from the online survey. It provides answers to the following questions:

1. Who are the people representing the Local Affiliates in FastTrack?
2. Which role does "innovation" play for the Local Affiliates?
3. How is Sustainable Urban Mobility Planning undertaken?
4. Which experience / success stories can further activities be built upon?

5. Which are the specific interests the Local Affiliates have in FastTrack? Which innovation do they want to deploy in the framework of the project?
6. How should learning be organised within FastTrack? E.g., which horizontal topics should be addressed, and which are adequate formats of learning?
7. Which are drivers and barriers for the deployment of innovation?

Section 5 describes lessons learned from the interviews with the Local Affiliates in terms of the acceleration of mobility innovation.

Section 6 summarises the conclusions drawn in section 4 and puts them in relation to the different aspects / components of the FastTrack capacity building process.

3 The Local Affiliates

The 24 cities and areas marked on the map and mentioned in the table below were involved in the FastTrack Needs Assessment.[4] This includes

19 **cities** (marked in blue)

and four (metropolitan) **areas** (marked in orange).

A certain geographical focus is on Central, Eastern, Western and Northern Europe, but Southern Europe and neighbouring non-member states are also covered.

Figure 2: Map with the cities and areas involved in the FastTrack Needs Assessment

Most of these cities / areas (17) are small to mid-sized (with 50.000 to 500.000 inhabitants), seven are large cities and city-regions (with more than 500.000 inhabitants, shown in **bold** in the table below).

[4] This does not 100% match with the cities and areas currently involved in FastTrack. There is a certain dynamic. Some Local Affiliates lost their interest, others joined.

Southern Europe	Central and Eastern Europe	Western and Northern Europe	Non-member states
Bologna, Italy Braga, Portugal Gijon, Spain Murcia, Spain	Brno, Czech Republic **Prague and Central Bohemia**, Czech Republic (area) **Budapest**, Hungary Debrecen, Hungary Gdynia, Poland **Bucharest-Ilfov**, Romania (area) Cluj-Napoca, Romania Timisoara, Romania Ljubljana urban region, Slovenia (area)	Antwerp, Belgium **Grenoble**, France (area) Tampere, Finland **Munich**, Germany Groningen, The Netherlands Hengelo, The Netherlands Malmo, Sweden **Stockholm**, Sweden	**Belgrade**, Serbia Krusevac, Serbia Kadikoy, Turkey
4 cities	5 cities 3 areas	6 cities 1 area	3 cities

Table 1: The cities and areas involved in the FastTrack Needs Assessment

4 Results from the online survey

This section summarizes the results from the online survey and draws first conclusions. Each of the sub-sections is structured as follows:

- Presentation of results from the online survey (text, figures, diagrams)
- Conclusions regarding the FastTrack learning program
- Reference to the interviews

The reference to the interviews provides qualitative evidence for arguments mentioned under conclusions. The highlighting of certain Local Affiliates can be read as an invitation to address representatives of these cities and areas during the FastTrack capacity building process related to a certain issue.

4.1 People

Each city or area involved in FastTrack is represented in the project by one person or a team. It is these people FastTrack is going to cooperate with throughout the different sequences of the capacity building process and these people took part in the FastTrack Needs Assessment. It is their perception that has been captured through the survey and the interviews – we look at the cities and areas involved through their eyes. Who are these people? Where exactly are they working? What working background do they have?

4.1.1 Organisations

Most of the Local Affiliates are represented by staff working for the respective **city administration** (17), four by staff from **regional agencies,** and one by staff from a city-owned company.

More precisely, the following units (departments, offices) within organisations were mentioned as working place during survey and interviews:

- Mobility / Transport (11)
- Urban Development / Urban Planning (3)
- Strategic / Local Development (2)
- International / European Affairs (2)
- Climate / Energy / Environment / Health (2)
- Smart City (1)
- Project Management (1)

In several cases, different units (e.g., Mobility Departments and International Affairs Department) are jointly representing one and the same Local Affiliate.

In some cases, additional staff from institutions outside the core-organisation are involved:

- Public Transport Operators (2)

- Business development agency (1)
- Technical University (1)

4.1.2 Role within the organisation[5]

The FastTrack Needs Assessment survey was in most cases answered by **project leaders**. A few Local Affiliates are represented by heads of department and team leaders, and - on the other side of the spectrum - a few by officers.

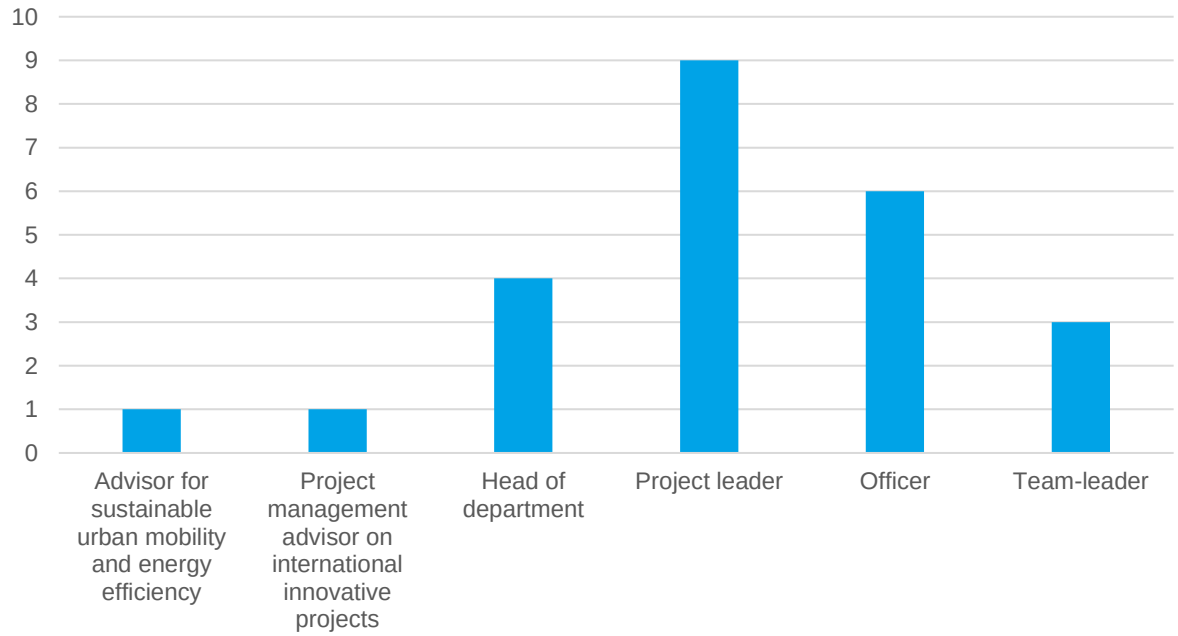


Figure 3: Role within the organisation

4.1.3 Educational background[6]

Most of the staff working in the Local Affiliates' teams have a technical education background (transport planning, engineering, urban planning, architecture). A background in public administration is also often mentioned. There have also been mentioned other backgrounds, such as e.g., geography, social sciences, economics, sustainability management, project management, European affairs, communication, and marketing.

[5] Answers to survey-question 1.4 "Your role within the organisation" (n=24)
[6] Answers to survey-question 1.5 "Your and your team members' education"

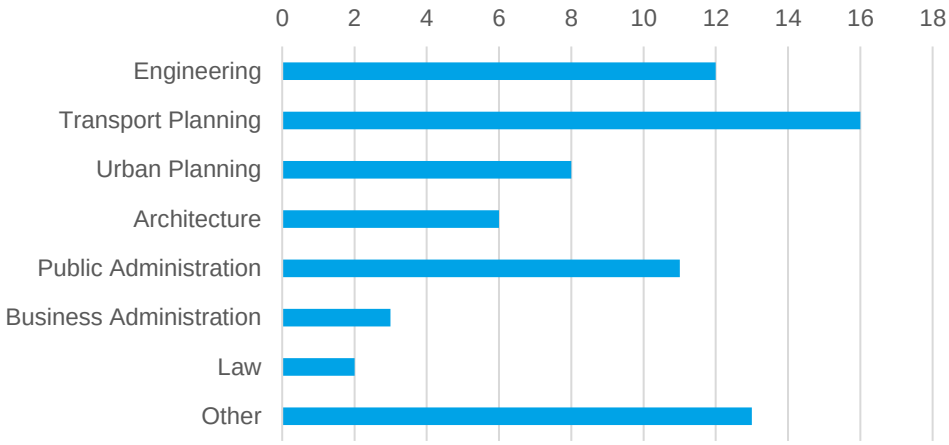


Figure 4: Team members' education

4.1.4 Conclusions

The FastTrack learning program must first meet the needs of city administrations, being as much as possible adapted to their language, procedures, and instruments. Especially peer-to-peer learning is expected to meet this requirement.

The involvement of regional agencies should be used as a learning-potential for those Local Affiliates that are envisaging to also create this kind of organisation at the level of the functional urban area.

The learning programme and its content must be composed in a way that is understandable for people with very different educational backgrounds, but first for people with a technical background.

The learning program must cover a broad spectrum of responsibility-levels, but first be tailored to project leaders. These are most likely not in a position in which they can change the game in their city / area immediately (other than heads of department). FastTrack should aim to equip project leaders and officers with knowledge that enables them to convince superiors.

The interdisciplinarity that is given to a certain degree is a potential on the ground in the cities and areas, but also for the peer-to-peer learning in FastTrack.

The dominance of technical disciplines might partly explain challenges some Local Affiliates face in terms of achieving e.g., acceptability for their mobility polices or fruitful stakeholder cooperation, as these require skills that are not solely technical. Hypothesis to be verified during FastTrack: Interdisciplinary teams are a driver for the accelerated deployment of innovation.

4.1.5 From the interviews

Antwerp and Brno highlight that their interdisciplinary teams enable them to work on mobility issues in a comprehensive way and that they perceive this as one of several success factors.

4.2 Planning context

4.2.1 Innovation

Innovation is a key issue in FastTrack. To what degree do Local Affiliates perceive themselves as open towards innovation? How ambitious are they in this concern? In which way are they generating innovation?

In the survey, innovation was defined as follows:

> *"Whether a solution is innovative or not depends on the local context. E.g., in places without any bicycle-infrastructure, a new bike-lane can be considered an innovation.*
> *People often think of Innovation as radical new products or services, however, in reality these come along relatively rarely. While ideas for totally new products and services are welcome, the value of incremental improvements that collectively help to enhance the mobility product / service should not be underestimated.*
> *An innovation is more than a good idea. It is one that delivers desirable results and growth in the long-term."*

Attitude towards innovation[7]

Having read the definition above, a significant number of respondents to the survey characterizes their cities / areas as **"pioneer of new solutions"**.

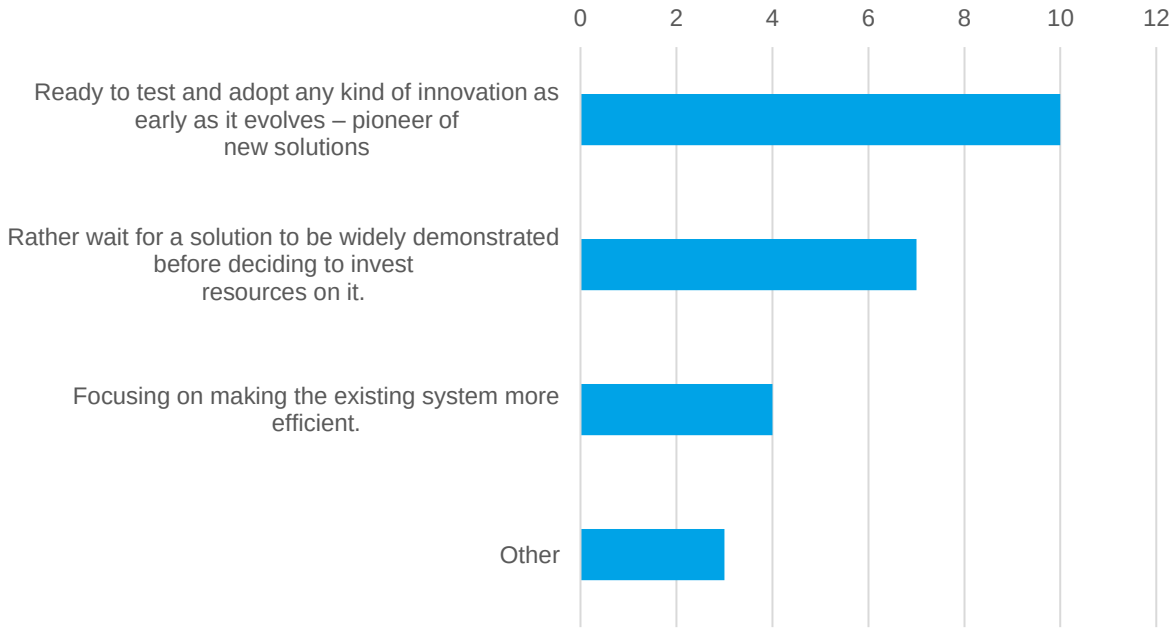


Figure 5: Attitude towards innovation

[7] Answers to survey-question 3.1 How would you describe your city in terms of innovations? (n=24) (multiple choices)

Innovation channels[8]

Learning from other cities is the major channel through which Local Affiliates gather information helping them to generate innovation, followed by participating in research and innovation projects, external consultancy, and a strong local innovation ecosystem.

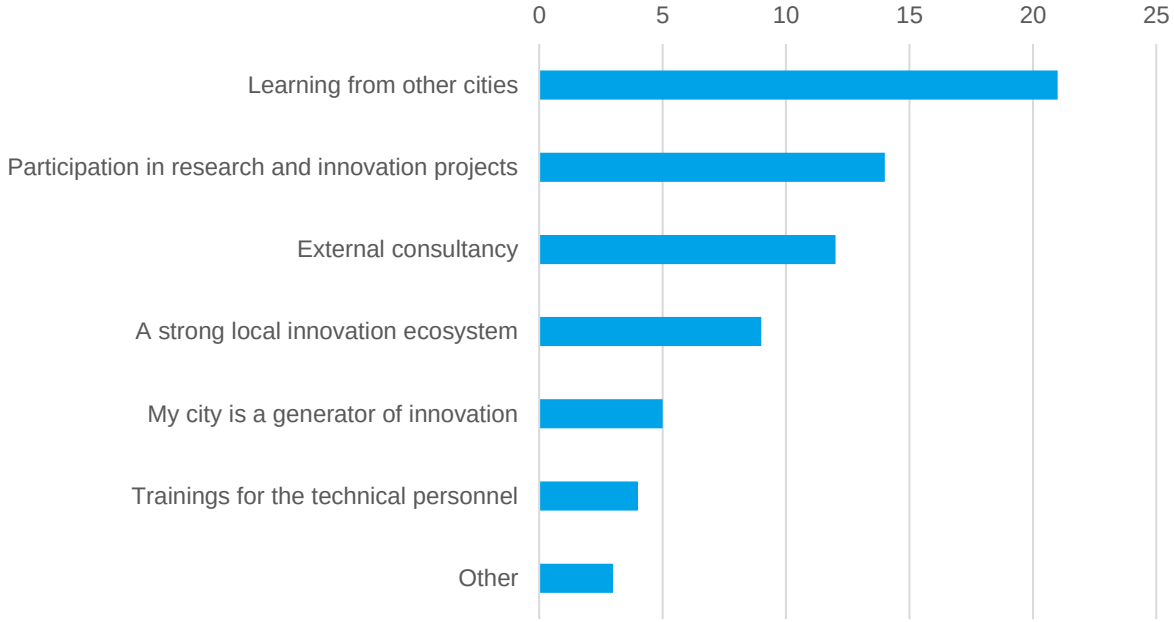


Figure 6: Innovation channels

Innovation budgets and teams[9]

Nearly half of the cities and areas involved have a dedicated innovation-budget (10) and dedicated teams / staff working on innovation (11).

Involvement in research and innovation projects[10]

Two thirds of all Local Affiliates (16) have been actively involved in research and innovation projects in the mobility sector.

Awareness of ongoing innovation in the field of mobility[11]

The majority of all Local Affiliates perceive themselves as (rather) **aware of innovation** in the mobility sector. In general, there is a high awareness of mobility innovation.

[8] Answers to survey-question 3.2 “Which are the channels through which innovation is fed into your decision-making processes or operational activities?” (n=24) (multiple choices)
[9] Answers to survey-questions 3.3 “Does your city / area have a budget for innovations?” (n=23, one city didn't answer) and 3.4 “Does your city / area have an innovation department or dedicated personnel working on innovations?” (n=23, one city didn't answer)
[10] Answers to survey-question 3.5 “Was your city actively involved in research and innovation projects in the mobility sector in roles beyond knowledge-transfer?” (n=24)
[11] Answers to survey-question 3.6 “Do you think your city / area is aware of the ongoing innovations in the field of mobility?” (n=24)

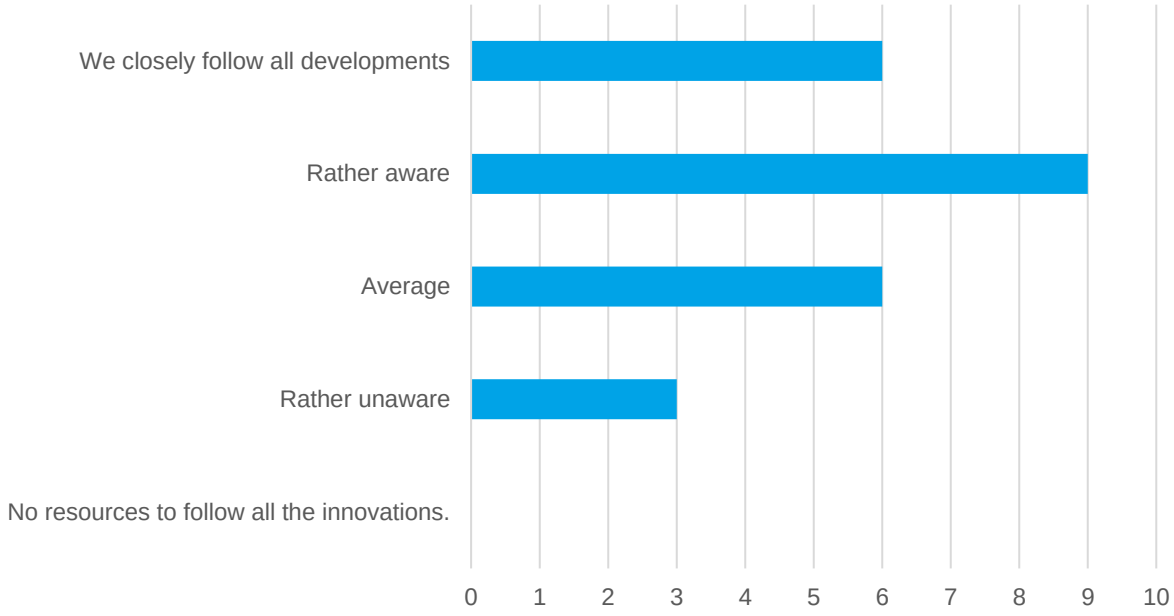


Figure 7: Awareness of ongoing innovation in the field of mobility

Conclusions

The openness towards innovation is significant and this interest should be utilised in FastTrack.

The fact that learning from other cities is highlighted as beneficial underlines the potential of FastTrack's peer-to-peer learning approach.

The potential of FastTrack's "meet the supplier" approach is underlined by a relatively high number of cities / areas stating that they profit from external consultancy.

One of the main interests of many Local Affiliates is to learn from those that succeeded in creating strong local innovation ecosystems.

The high number of cities and areas having experience with dedicated innovation budgets and teams should be utilized as a basis for peer-to-peer learning / exchange of experience in this concern.

Experience available in terms of how to use research and innovation projects for the generation and deployment of innovation "on the ground" in the cities and areas should be utilised during the capacity building process.

FastTrack can build on a certain knowledge-base and curiosity in terms of mobility innovation.

From the interviews

- It became clear during the interviews that also many of those who characterise their city / area as more conservative developed remarkable innovation in the past.
- Antwerp, Braga, Cluj-Napoca, Groningen, and Munich mentioned interesting approaches related to the creation of local innovation ecosystems / clusters. This might be of interest for those cities / areas that would like to invest in developing similar approaches.

- E.g., Budapest is an interesting case in terms of using European research and innovation projects for the generation and deployment of innovation in a systematic way.

4.2.2 Sustainable Mobility Planning

Strategic documents / policies[12]

Nearly all the Local Affiliates have adopted a Sustainable Urban Mobility Plan (SUMP) (22). More than half of them have adopted a Climate Plan (13).

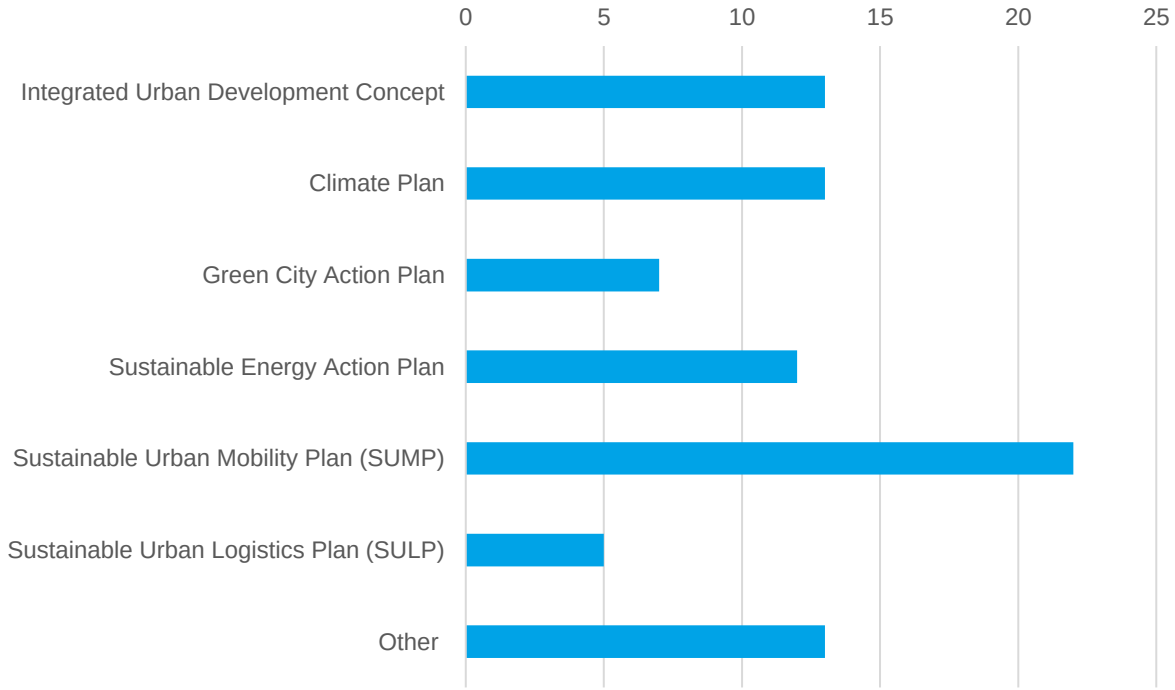


Figure 8: Strategic documents

Policy focus and COVID-19 implications on mobility policies and actions [13]

None of the LA's have recently been following an exclusively car-oriented policy. Most of the LA's have been following a **mixed approach**, including car-orientation, promotion of sustainable modes (public transport, cycling), and place-making.

[12] Answers to survey-question 2.2 "Which relevant strategic documents / policies did your city adopt or are in progress?" (n=24, multiple choice)

[13] Answers to survey-questions 2.9 "How would you describe the vision behind the mobility policies of your city / area in the last 5 years?" (n=24) and 2.23 "Has the COVID-19 pandemic had an impact on your strategies and activities in the field of sustainable mobility?" (n=24, multiple choice)

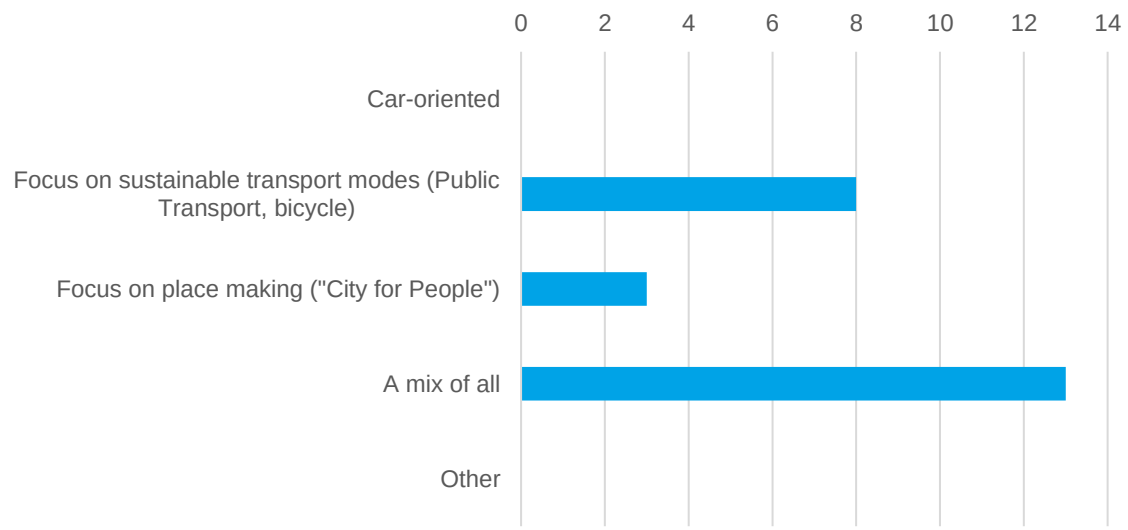


Figure 9: Focus of mobility policies

COVID-19 has had implications on the mobility policies and actions of most of the Local Affiliates. Many reorganised their public transport and / or implemented quick measures providing more space for pedestrians and cyclists.

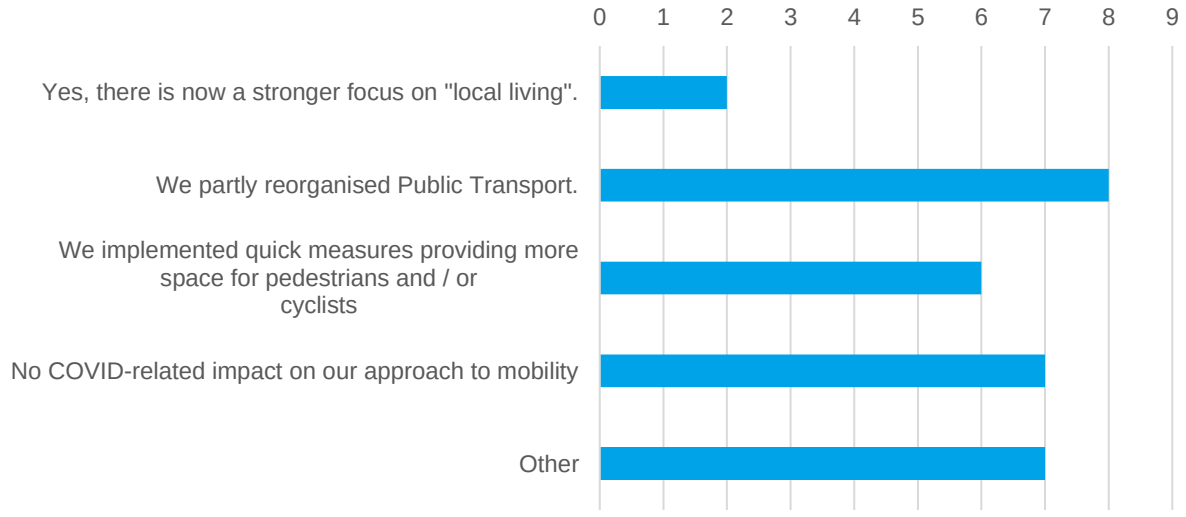


Figure 10: COVID-19 implications on mobility policies and actions

Spatial focus of mobility planning[14]

Most of the Local Affiliates (14) are still undertaking mobility planning at the municipal / city-level, but a significant group (10) already did the step towards planning at the level of the functional urban area.

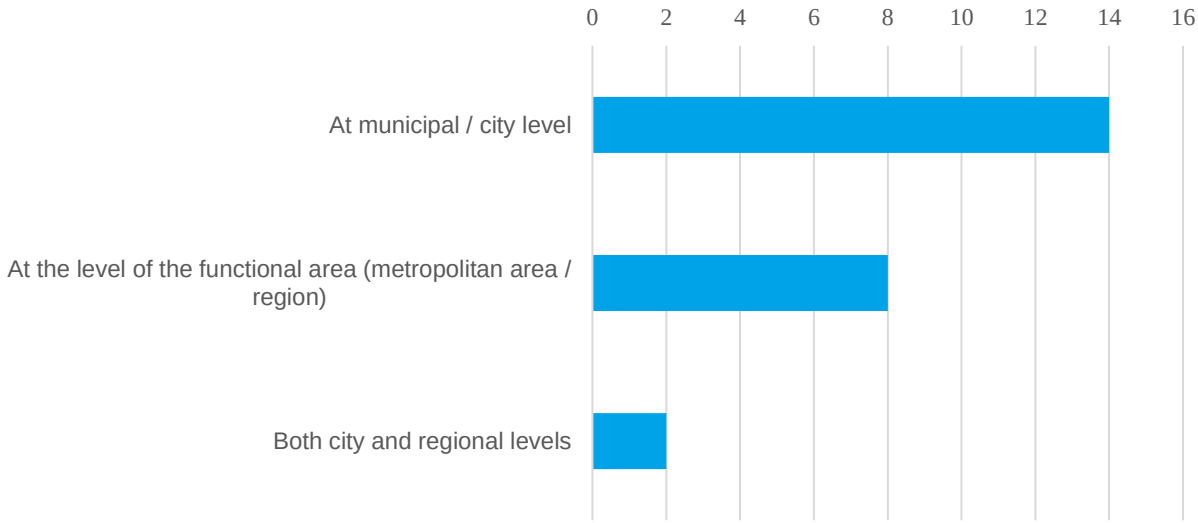


Figure 11: Spatial focus of mobility planning

Dedicated mobility department[15]

Most of the Local Affiliates (20) have a dedicated mobility department.

Decision-making[16]

Most of the Local Affiliates (15) mention the City Council / local parliament as the body taking decisions in terms of sustainable mobility planning. Only in a few (6) cities or areas decision-making is perceived as being dominated by one person (Mayor or Vice-Mayor).

[14] Answers to survey-question 2.6 “At which level is mobility planning undertaken in your city / area?” (n=24)
[15] Answers to survey-question 2.7 “Does your administration have a mobility department?” (n=24)
[16] Answers to survey-question 2.8 “At the political level, who takes decisions in terms of sustainable mobility planning?” (n=24)

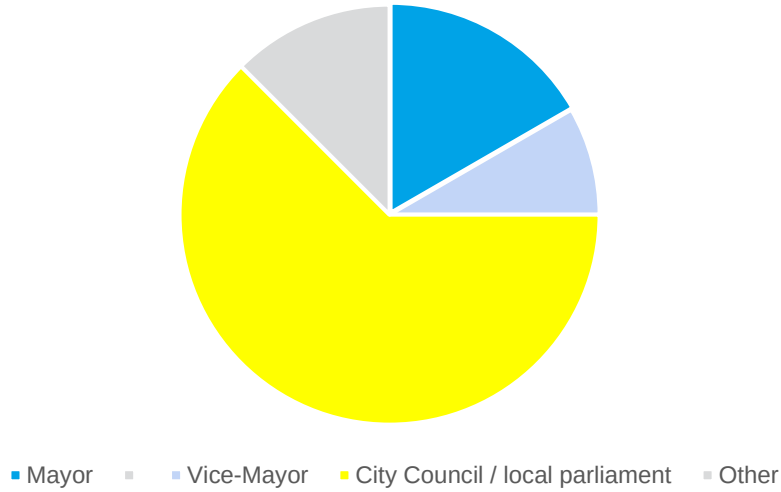


Figure 12: Main decision-maker

Private sector mobility solutions providers[17]

Private sector mobility solution providers are present in nearly all the cities and areas. In most of the cities (17) they are providing E-scooter-sharing. The provision of Bike-sharing / rental (16) and Car-sharing (16) is also widespread.

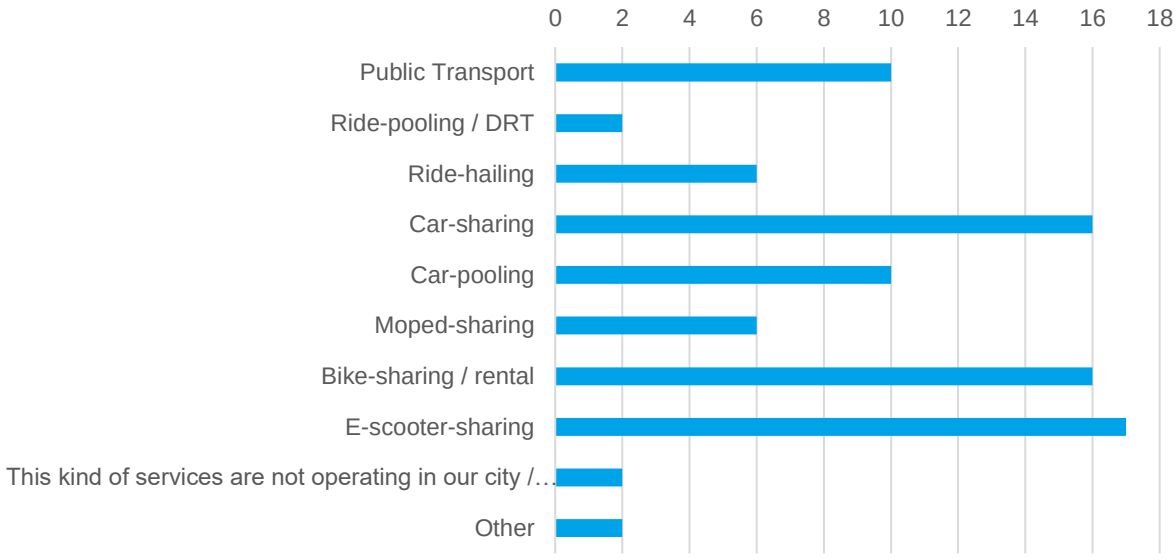


Figure 13: Private sector mobility solutions providers

[17] Answers to survey-question 2.20 “Are private sector mobility solutions providers operating in your city / area? Which services are they providing?” (n=24, multiple choices)

Conclusions

The fact that nearly all the cities / areas have worked on a SUMP and in this way discussed principles of sustainable mobility indicates that there is a more-than-basic common understanding that FastTrack activities can be built upon.

FastTrack can build on a common understanding according to which exclusively car-oriented policies have been overcome.

The need for action against climate change / for climate resilience is recognized by many of the Local Affiliates. This should be used as a potential to help the other Local Affiliates to find a way how to deal with this issue.

FastTrack, with its focus on acceleration, might want to learn from the quick measures realised in the context of COVID-19.

The knowledge / experience from those that are advanced in terms of mobility planning at the level of the functional urban area should be used.

The existence of a dedicated mobility department can be interpreted as an indicator for the importance sustainable mobility planning has in many cities / areas.

It is assumed that the existence of a dedicated mobility department eases the deployment of sustainable mobility strategies.

The fact that most of the Local Affiliates mention the local parliament as the main decision-maker can be seen as an indicator for developed democracy and political sustainability. It is most likely an advantage not to depend on one person.

There is already a lot of experience in terms of the cooperation with private sector mobility solution providers. Exchanging experiences of benefits, but also about ways to organise cooperation, will be interesting aspects discussed during the capacity building process, especially for those cities that still have doubts.

From the interviews

- E.g., Bologna, Murcia, Tampere have a strong focus on climate change in their strategic documents.
- Munich highlighted the wish to exchange experience related to COVID-19 implications in the framework of FastTrack.
- E.g., Bologna, Ljubljana, Munich highlighted experience in terms of mobility planning at the level of the functional urban area.
- Munich only recently created a dedicated mobility department with a precise task-description.
- It became clear during the interviews that decision-making processes are complex in most of the cities / areas and that a broad variety of actors are normally involved.
- E.g., Antwerp highlights its well-developed private mobility solution providers ecosystem.

4.2.3 Experience / Success stories[18]

All Local Affiliates already have experience in the deployment of mobility innovation and can build further steps on these "success stories". The "good examples" mentioned in the answers to the survey are listed below. This overview gives a flavour in terms of what is seen as "with replication potential" and also indicates who can be contacted for which topic within the FastTrack learning-community. Many of these good examples are described in more detail in the State-of-the-Art Review (D1.5). The list below is ordered according to the topics of the FastTrack-clusters and the horizontal topics. Other frequently mentioned topics (e.g., Public Transport, Place Making) are added.

	**Sustainable & Clean Urban Logistics** • Munich: Urban Logistics Pilot including flexible micro depots and e-cargo bikes for last mile delivery • Prague: Cargo bikes depot • Stockholm: Electric vehicles for city home care services • Stockholm: City consolidation centre
	**Cycling in the Urban & Functional Urban Area** • Grenoble: Chronovélos - fast bike connections • Groningen: "Smart Cycling Routes" • Hengelo: Highway for bikes connecting the cities in the region, also cross-border • Krusevac: Implementation of cycling lanes connected with the reduction of car lanes • Ljubljana: Bike sharing system • Murcia: Motorcycle sharing
	**Integrated Multi-modal Mobility Solutions** • Antwerp: Implementing and managing shared mobility • Budapest: Mobility Points • Gijon: Promotion of public transportation and better management using a Citizen Card
	**Traffic & Demand Management** • Belgrade: Auto vehicle access control

[18] Answers to survey-questions 4.1 "Please consider a mobility solution that has been implemented in your city / area within the last five years, which you would consider to have good replication potential in other FastTrack cities / areas (first solution)" and 4.7 "Is there another good practice from your city / area (from the last 5 years) you would like to present in FastTrack (second solution)?

	• Brno: Residential parking • Brno: GIS monitoring tool for the coordination of mobility measures from the SUMP • Debrecen: 2-way Data exchange program with the world's largest community-based navigation app • Tampere: Operating system of different modes plus prioritisation of traffic lights for the Fast Tram • Tampere: Smart city test environment for automatic transport and other smart new mobility solutions • Timisoara: Traffic management and video surveillance
	**Behaviour change** • Antwerp: Smart Ways to Antwerp • Bologna: Mobility Vouchers • Debrecen: Campaign building on gamification using a smartphone application to encourage the use of active and sustainable transport modes.
	Public Transport • Bucharest: Public transport info application, automated tariff system, e-payment • Bucharest: Acquisition of hybrid buses • Budapest: Online platform for DRT • Prague: Mobile app integrating all the functions that any citizen or visitor may need (ticket purchase, finding connection, maps of the lines, information about the fares, etc.)
	Place Making • Braga: Requalification of the urban environment of four neighbourhoods • Gdynia: Transformation from car parking to public space • Krusevac: Reconstruction of the city centre, including the expansion of the pedestrian zone, the introduction of cycling lanes, the widening of sidewalks, removing on-street parking, etc. • Ljubljana: "Shared Space" New Slovenska Street • Munich: Transition experiments of public space and streets • Kadikoy: Participatory planning of Inonu Avenue, including separated and safe bicycle lanes and bicycle parking solutions

	E-mobility • Bologna: Strategy for the electrification of mobility • Kadikoy: Regulation of e-scooters

Characteristics of the success stories[19]

The Local Affiliates mentioned these "success stories" as solutions with good replication potential in other FastTrack cities / areas because they perceive them as efficient, effective, innovative, and because they were implemented in a relatively short period of time.

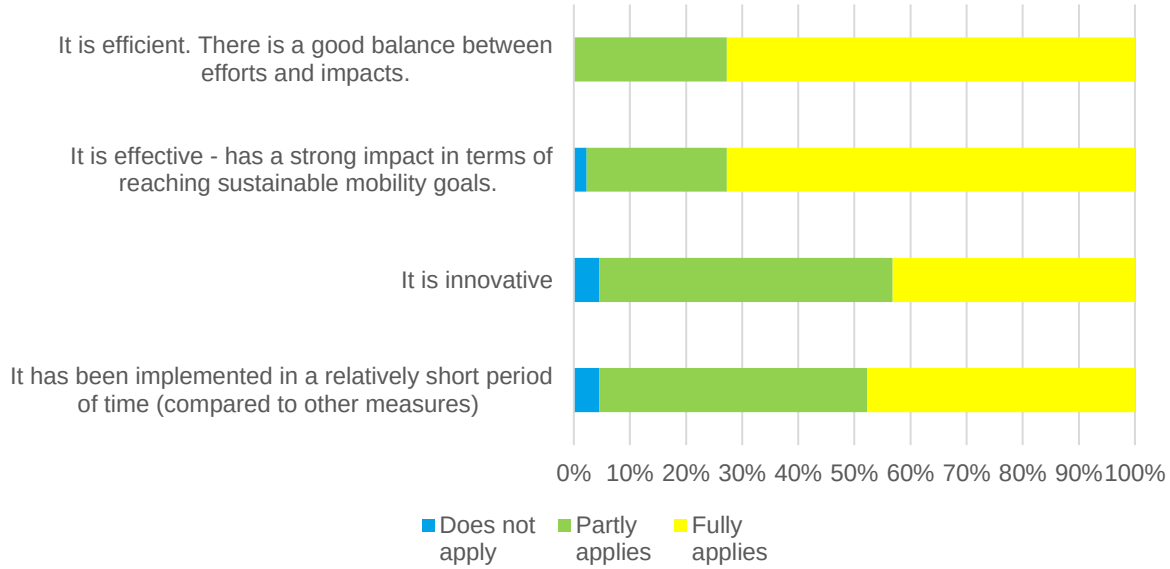


Figure 14: Characteristics of success stories

Duration from first idea to implementation[20]

Most of the success stories mentioned were deployed (from first idea to implementation) in a timeframe of between one and five years. Only a few Local Affiliates managed to deploy an innovative solution in less than a year.

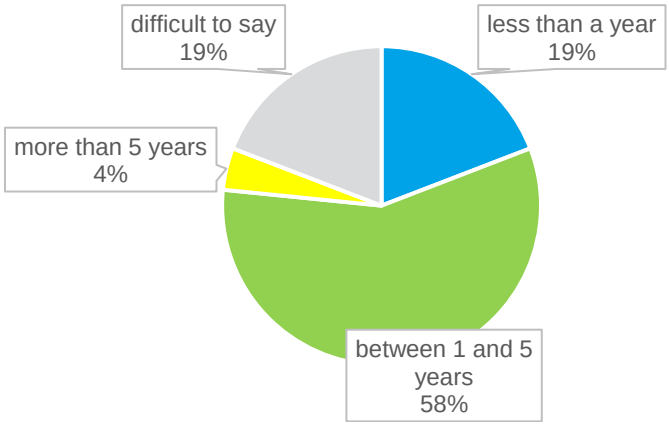


Figure 15: Duration from idea to implementation

[19] Answers to survey-questions 4.2 and 4.8 "To what degree do the following characteristics apply for this solution [with replication potential]?" (n=21, three cities didn't answer)
[20] Answers to survey-questions 4.5 and 4.11 "How many years did it take from the first idea to the implementation?" (n=23, one city didn't answer)

Setting[21]

By far most success stories (91%) are related to an urban setting.

Conclusions

FastTrack can build on already existing experience and does not have to start from the beginning. There is significant potential to exchange experience between Local Affiliates.

The low number of solutions that have been implemented in less than 1 year can be seen as an indicator that such spontaneous activities are in general unlikely to be feasible in a public and democratically controlled administration.

An approach for FastTrack could be to focus on solutions that can be deployed, under current conditions, within up to five years and explore ways to shorten this period to up to two or three years.

FastTrack should aim to contribute to the promotion of mobility innovation in so far significantly under-represented rural and peri-urban areas.

From the Interviews

Success stories are also internally inspiring in the cities / areas. Krusevac is a good example for this. The partners from Krusevac are proud of what they achieved. This means tailwind for the next steps they want to undertake.

4.3 The innovative solution to be deployed within FastTrack

Each Local Affiliate must prepare for the deployment of at least one innovative solution in the framework of FastTrack. Which topics are most relevant in this concern? Which innovative solutions are foreseen?

4.3.1 Topic of commitment[22]

Active travel, public and shared mobility / multi-modal hubs, urban logistics and multi-modal traffic management are the most popular topics related to which Local Affiliates aim to develop mobility innovation within FastTrack.

[21] Answers to survey-questions 4.6 and 4.12 “In which setting is this solution located?” (n=21, three cities didn't answer)
[22] Answers to survey-question 5.1 “To which mobility-topic does the innovative solution you want to deploy within FastTrack belong (topic of commitment)?” (n=23, one city didn't answer)

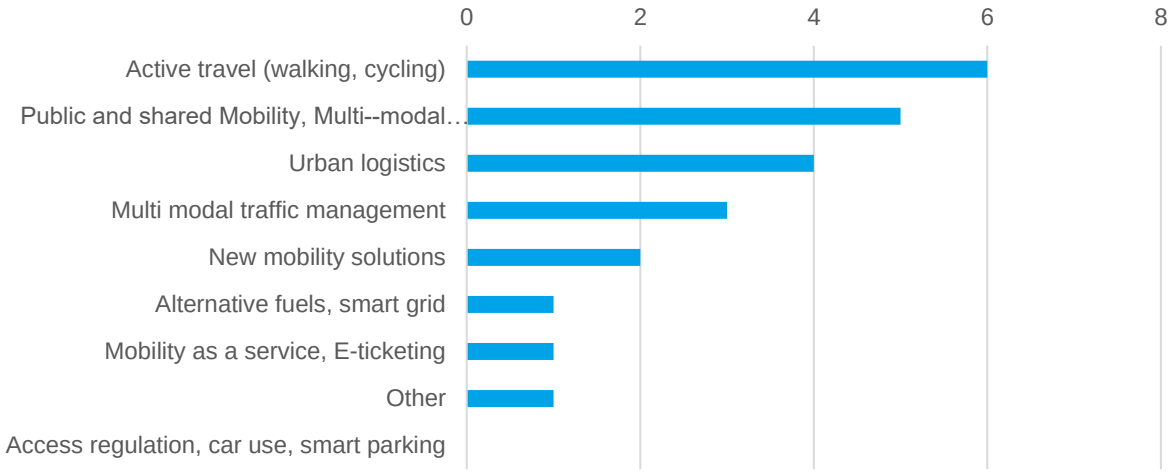


Figure 16: Topics of commitment

4.3.2 Topics of interest[23]

In addition to their topic of commitment Local Affiliates are also interested in a broad range of complementary topics, ranging from Active Travel to New Mobility Solutions, Urban Logistics, MaaS and e-ticketing to multi-modal traffic management, to mention the most popular topics of interest.

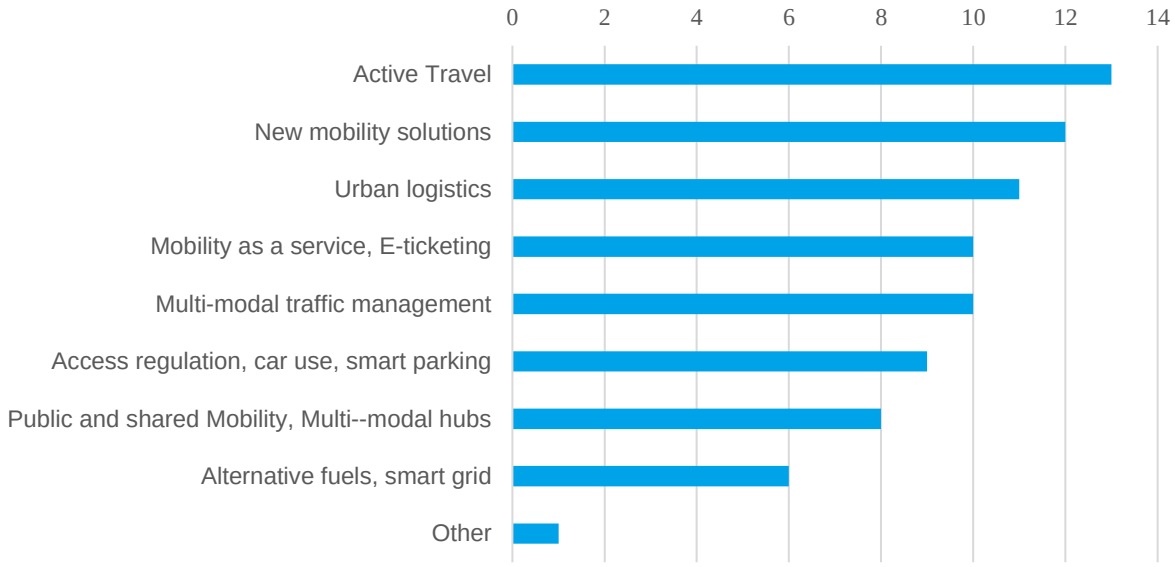


Figure 17: Topics of interest

[23] Answers to survey-question 5.2 “Which other topics are you also interested in (topics of interest)?” (n=23, one city didn't answer, multiple choice)

4.3.3 Innovative solution to be deployed within FastTrack[24]

As mentioned above, each LA will work on an innovative mobility solution in the framework of FastTrack. Some have precise solutions in mind and are already able to exactly describe different parameters. Others are so far having vague ideas that need to be specified in the upcoming months. The following innovative ideas were mentioned during the Needs Assessment. The list below is structured according to the FastTrack-clusters the project consortium agreed on in August / September 2021:

	Sustainable & Clean Urban Logistics • Antwerp: Zero emission logistics solutions • Brno: City logistics strategy • Gdynia: Cargo bike delivery hub • Gijon: Goods delivery management • Murcia: Last-mile-delivery • Munich: Comprehensive Sustainable Urban Logistics Plan as framework for the different possible technical solutions in the logistics-sector • Stockholm: Exploration of smarter solutions for the charging of heavy vehicles and / or smarter access requirements
	Cycling in the Urban & Functional Urban Area • Bucharest-Ilfov: Developing bicycle infrastructure and respective project design procedures • Timisoara: Regional cycling network • Ljubljana: E-bike charging and public renting system covering the entire Ljubljana urban region area
	Integrated Multi-modal Mobility Solutions • Budapest: Further development of the already existing Mobility Points approach with a focus on “soft” aspects (e.g., MaaS) and on integration with public transport • Debrecen: Integrated mobility hubs • Bucharest-Ilfow: MaaS for peri urban areas • Cluj-Napoca: Inclusion of autonomous buses and hydrogen-powered buses as new mobility modes for public transport • Tampere: Integration of the recently introduced Fast Tram with other mobility solutions

[24] Answers to survey-question 5.3 “Which innovative idea exactly would you like to develop towards implementation in the framework of FastTrack?”

	• Groningen: Neighbourhood hubs • Hengelo: Connection of urban, peri-urban and rural areas in an effective MaaS concept • Malmo: Multi-modal hubs • Krusevac: Enhancing Public Transport, including MaaS, E-ticketing, mobility campaigns, incentives, on demand transport, new vehicles, improvement of bus stops, etc. • Kadikoy: Development of sustainable data collection methods to facilitate the planning of future mobility policies, including e.g., a smart parking system merged with wayfinding solutions.
	**Traffic & Demand Management** • Bologna: Dynamic traffic light system, enabling priority for trams and buses • Braga: A solution that efficiently and effectively integrates shared mobility systems with traffic monitoring platforms • Prague and Central Bohemia: Using Big Data to improve the process of public transport planning • Belgrade: Multi-modal Traffic Management driven by Big Data

4.3.4 Trigger for change[25]

Congestion is the key trigger for change motivating the Local Affiliates to work on their mobility innovation to be deployed within FastTrack. Four Local Affiliates mention climate change as the key-trigger.

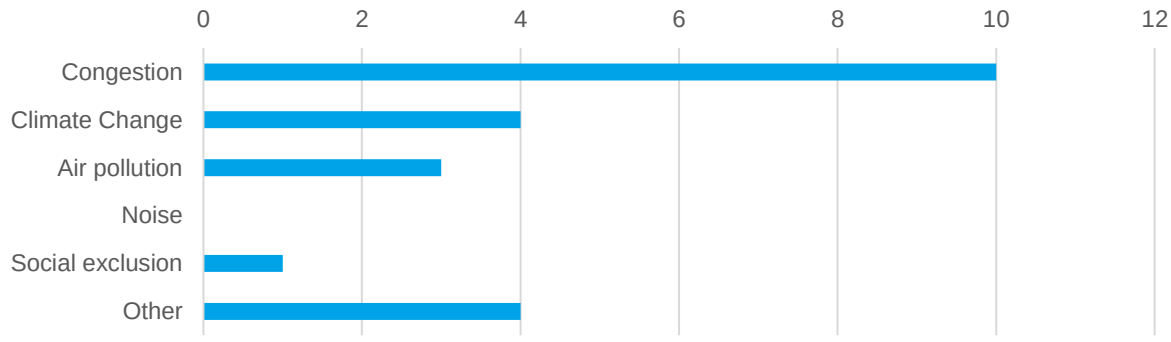


Figure 18: Trigger for change

[25] Answers to survey-question 5.6 “Which (transport-) problems in your city have led to this innovation becoming important? It may solve many problems, but what is the key trigger?” (n=22, two cities didn't answer)

4.3.5 Setting[26]

By far, most of the Local Affiliates (18) want to work on innovation that is related to an urban setting. Only four plan to work on innovation that is related to a peri-urban setting, and rural areas are not represented at all.

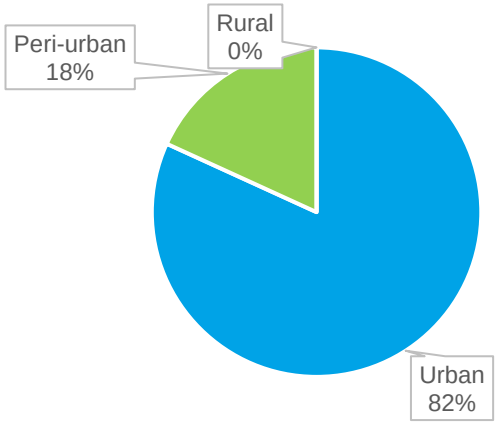


Figure 19: Setting of innovation to be deployed

4.3.6 Level of innovation[27]

Most of the Local Affiliates perceive the innovation they want to deploy within FastTrack as innovation at the national level (10), followed by those who perceive their innovation as being relevant at the regional (4) or local (5) level. The European or even international level is rarely mentioned.

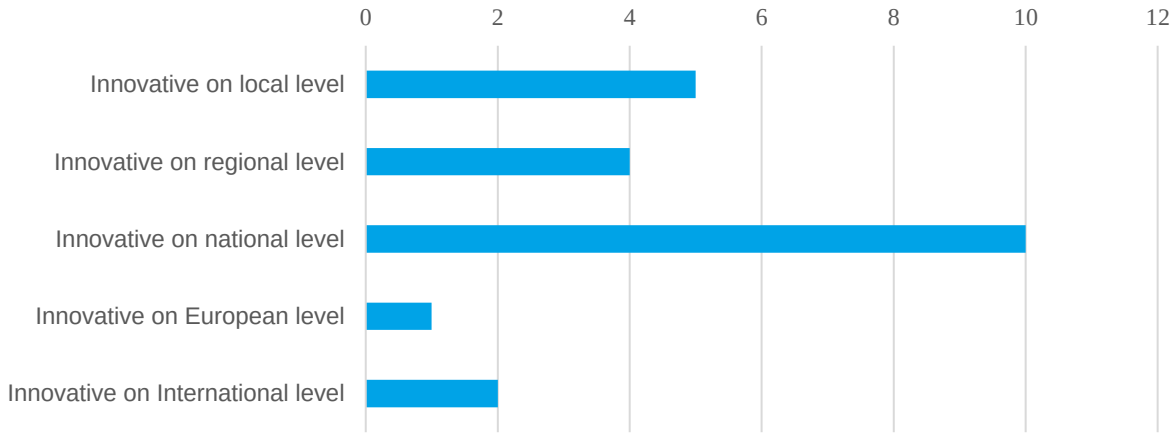


Figure 20: Level of innovation

[26] Answers to survey-question 5.4 “In which setting is this located?” (n=22, two cities didn't answer)
[27] Answers to survey-question 5.8 “How innovative would you say is this solution?” (n=22, two cities didn't answer)

4.3.7 Stakeholder-engagement[28]

All the Local Affiliates aim to deploy “their” innovation in cooperation / partnership with other stakeholders. Private sector mobility solution providers (16) and local business (16) are the most frequently mentioned partners in this concern. Cooperation with citizens (12) is also often mentioned. The fact that universities are seen as partners to engage with corresponds with what was mentioned in terms of local innovation eco-systems (see above).

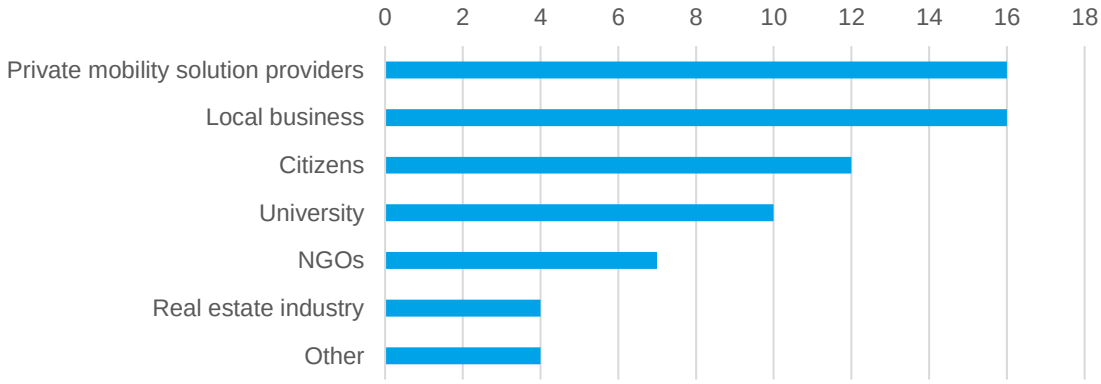


Figure 21: Stakeholders to be involved

4.3.8 Success-indicators[29]

So far only eight of the 24 Local Affiliates have defined success-indicators enabling them to “measure” successful deployment.

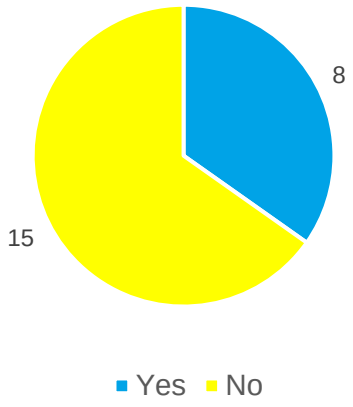


Figure 22: Share of Local Affiliates having defined success-indicators for the innovative solution to be deployed within FastTrack

[28] Answers to survey-question 5.14 “With which stakeholders are you planning to engage while deploying this innovation?” (n=21, three cities didn't answer, multiple choice)
[29] Answers to survey-question 6.7 “Do you already have in mind based on which indicators you want to “measure” the success / impact of the innovative solutions you are going to deploy in the framework of FastTrack?” (n=23, one city didn't answer)

4.3.9 Conclusions

The topic-based clusters defined by the FastTrack-consortium in August / September 2021 meet the Local Affiliates' needs.

The learning-program should not focus too much on the clusters. Exchange between the clusters can help to satisfy the desire of the Local Affiliates to learn about a broader spectrum of topics.

The different character of the innovation to be deployed is a challenge for the capacity building process. E.g., in some cases, the innovation is about technical solutions, in other cases about plans / concepts. It will not be possible to organise the deployment-process according to one and the same template. Results (e.g., deployment plans) will look differently from city to city / area to area.

The different degree to which innovation to be deployed is defined so far is another challenge. The first phase of the capacity building process will have to be used to achieve a more precise task-description in many cases.

The lack of defined success-indicators confirms that the innovation to be deployed is not yet very precisely defined in many cases. This should be achieved in the first phase of the learning-process.

FastTrack might want to help more cities / areas to focus on climate change more strongly.

As it is the aim of FastTrack to cover all kinds of settings (see Grant Agreement) the peri-urban / rural components of innovative solutions should be highlighted during the capacity building process.

The FastTrack-consortium underlined from the very beginning of the project that the local context is seen as important for the deployment of mobility innovation. The ambition is not primarily to promote European or international flagship-projects, but to solve local / regional problems. As mentioned above, "*in places without any bicycle-infrastructure, a new bike-lane can be considered an innovation.*"

The interest of the Local Affiliates to cooperate with a broad range of stakeholders when deploying their FastTrack innovation underlines the importance of the horizontal topic stream Governance, participation, cooperation, and co-creation.

4.3.10 From the Interviews

- In many cases there are various objectives the Local Affiliates want to achieve, e.g., tackling congestion plus action against climate change plus social inclusion. Groningen is a significant example for the integration of several objectives.
- Murcia is an example for cities putting climate change on top of the agenda.
- In some cases, the innovation in fact relates to urban and peri-urban or even rural settings. Examples: Bucharest wants to work on regulations for the development of cycling infrastructure in urban, peri-urban, and rural settings. Krusevac wants to enhance public transport linking the urban centre and the peri-urban areas around.

4.4 Learning with FastTrack

4.4.1 Experience in sustainable mobility[30] / Leaders, sharers, starters[31]

Describing the initial position, most of the Local Affiliates perceive their country as **average** in terms of sustainable mobility (11), smaller groups as rather advanced (7) or vice versa as rather lagging behind (5).

It is interesting to note that in several cases Local Affiliates belonging to the same country have a different perception in this regard.

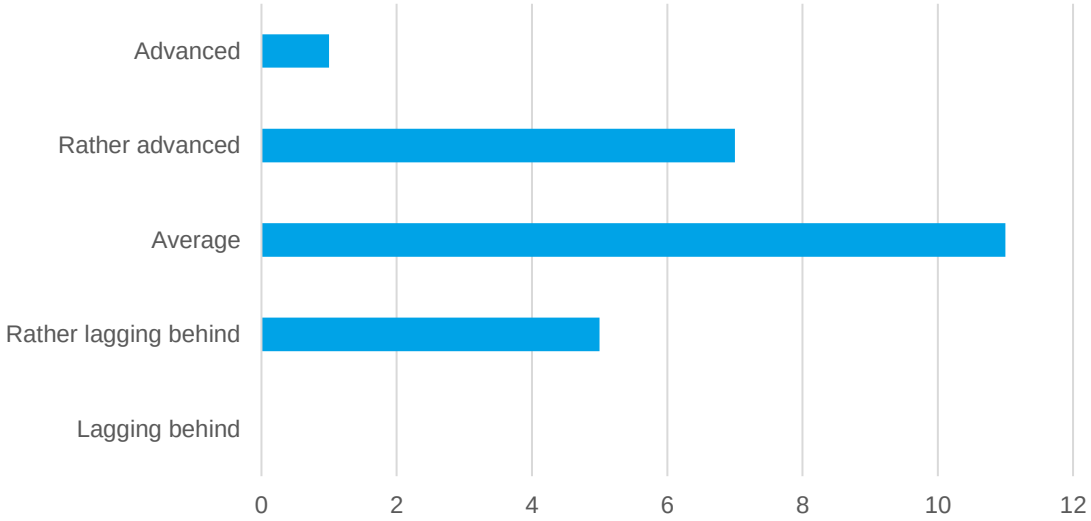


Figure 23: Perceived level of sustainable mobility in the respondents' country

Slightly more than half of all Local Affiliates involved perceive themselves as a "starter" in terms of the innovation they want to deploy within FastTrack, and slightly less than half as a "sharer". None defines themselves as a "leader" in this concern.

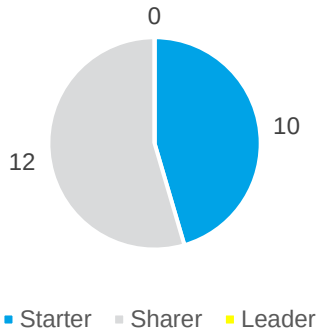


Figure 24: Overall capacity related to innovation to be deployed

[30] Answers to survey-question 2.1 How would you describe your country in terms of sustainable mobility? (n=24)
[31] Answers to survey-question 5.12 How would you classify your overall capacity with regards to this innovative solution, in an international/European context? (n=22, two cities didn't answer)

4.4.2 Networks and learning-tools[32]

Nearly all the Local Affiliates are already involved in CIVITAS, some of them also in POLIS.

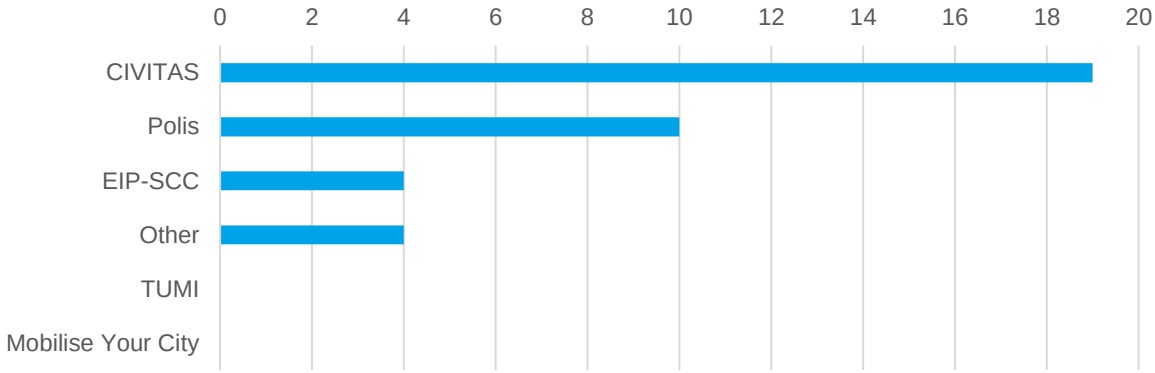


Figure 25: Local Affiliates' involvement in networks

CIVITAS and Eltis are dominant in terms of learning-tools frequently used. But also Wikipedia, with its much more general spectrum (not mobility and transport focused), is relevant here.

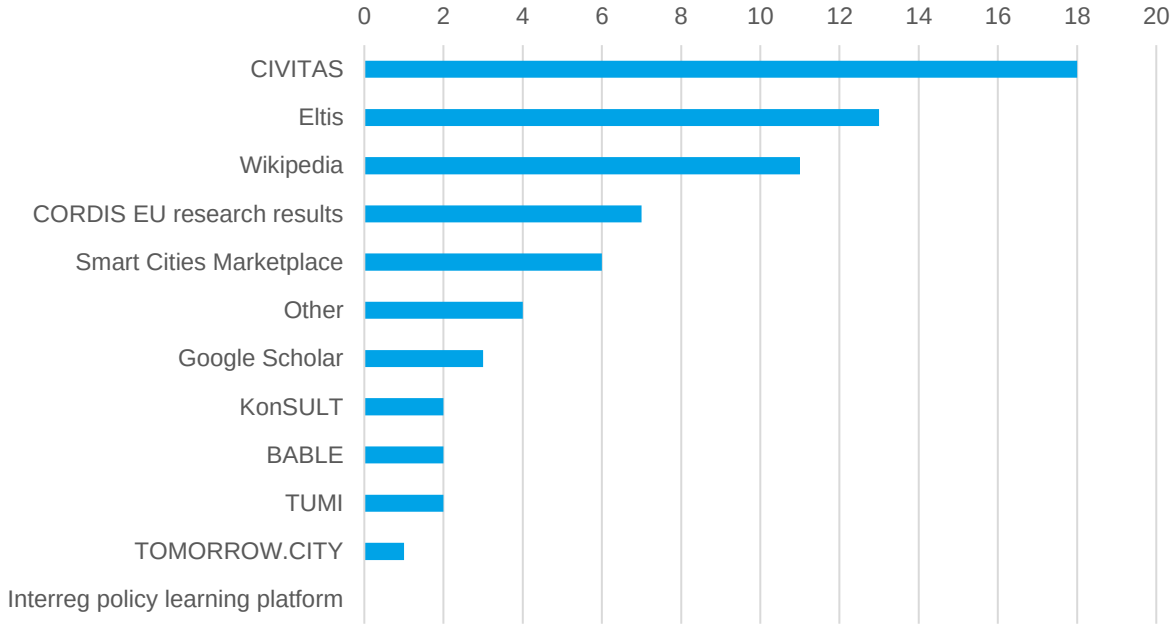


Figure 26: Learning-tools frequently used by the people involved in FastTrack

[32] Answers to survey-questions 7.6 Are you involved in or aware of existing projects or people/influencers with good knowledge on this subject matter that we could undertake further learning activities using?
(n=19, five cities didn't answer) (multiple choice) and 7.7 Which of the following online-learning tools / platforms are you frequently using? (n=22, two cities didn't answer) (multiple choice); 7.5 Which Social Media channels do you prefer in terms of the dissemination of FastTrack-results?

Nearly all the people involved in FastTrack are interacting via **social media**. Facebook and LinkedIn are most popular in this concern, followed by Twitter and Instagram.

4.4.3 Perceived learning needs[33]

In relation to the innovation to be deployed within FastTrack, most of the Local Affiliates perceive a lack of skills in the field of funding, financing, business models (15); digitalisation and data management (11); and governance, participation, cooperation (9). Also, a lack of skills in terms of procurement (8) and in terms of behaviour change (8) is indicated by quite a view of the Local Affiliates.

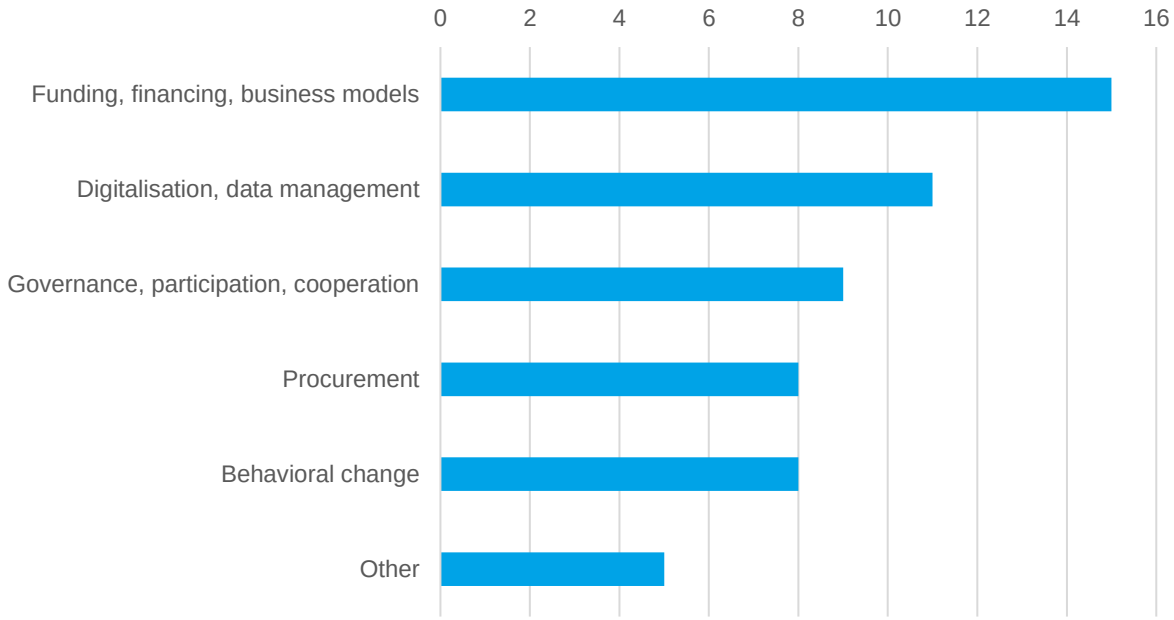


Figure 27: Perceived learning needs

4.4.4 Learning needs related to mobility solution providers[34]

As mentioned above, private sector mobility solution providers are operating in nearly all the cities / areas involved in FastTrack, with E-scooter-sharing, Bike-sharing / rental and Car-sharing being the most widely spread services provided. More than half of all Local Affiliates (13) perceive having a sufficient overview over mobility solution providers available on the market.

[33] Answers to survey-question 5.11 Which skills that are required for the deployment of this innovative solution are you, your team and your local partners lacking? (n=22, two cities didn't answer) (multiple choices)

[34] Answers to survey-questions 5.15 Do you feel you already have a sufficient overview over mobility solution providers available on the market? (n=23, one city didn't answer); 5.16 Would you wish to gain more knowledge in terms of ways to cooperate with private sector solution providers? (n=23, one city didn't answer)

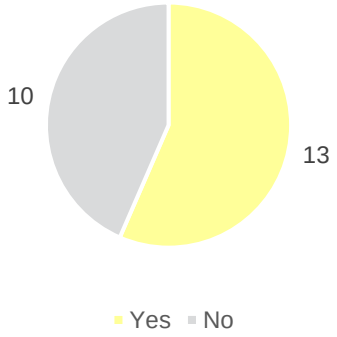


Figure 28: Overview over market of mobility solution providers

By far most of the Local Affiliates **wish to gain more knowledge in terms of ways to cooperate with private sector solution providers** (20).

4.4.5 Learning-formats[35]

Study-visits are the by far most popular learning-format, followed by tailored training (offline and online), Hands-on workshops (online), Peer-learning (offline), Hands-on workshops (offline), Self-study materials, and 1:1 meetings (online). A clear preference for online vs. offline events cannot be stated. Work-shadowing, but also presentations are not very popular.

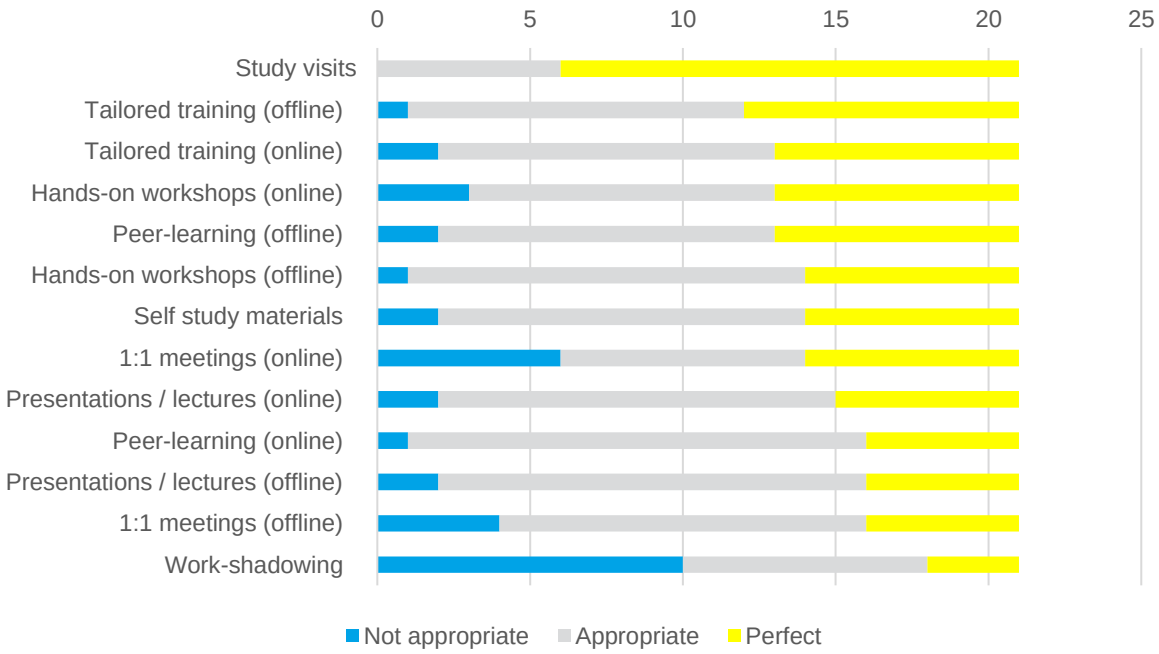


Figure 29: Preferred learning-formats

[35] Answers to survey-question 7.3 Which of the following formats of learning do you prefer? (n=21, three cities didn't answer) (multiple choices)

4.4.6 Conclusions

The different assessment of the same countries in terms of sustainable mobility indicates that the answers to the survey are obviously subjective. It is about (self-)perception.

The range from rather lagging behind to rather advanced in terms of sustainable mobility in the different countries corresponds with the approach of “starters”, “sharers” and “leaders” FastTrack is working with. Those with less experience are invited to learn from those with more experience. In general, there is a good balance between both groups.

The fact that none of the Local Affiliates defines themselves as a “leader” might on one hand be the result of a certain modesty. On the other hand, it can be explained through the fact that also generally very experienced cities want to work on new challenges within FastTrack.

The FastTrack learning program can build on a common understanding promoted by, e.g., CIVITAS, Eltis, and POLIS. The learning tools to be developed in FastTrack should of course be connected to these.

The lacking skills perceived by the Local Affiliates correspond well with the horizontal topics foreseen by the FastTrack-consortium in the framework of the learning-program.

The fact that many Local Affiliates perceive a lack of skills in the field of funding, financing, business models correspond with the lack of funding mechanisms being perceived as a major obstacle in terms of the innovation to be deployed within FastTrack.

The fact that many Local Affiliates perceive a lack of skills in the field of digitalisation and data management, but only very few mention a poor evidence base as a relevant obstacle needs further clarification.

The fact that many Local Affiliates perceive a lack of skills in the field of governance, participation, cooperation corresponds with the unclear responsibilities, unclear legal framework and potential lack of acceptability being anticipated as major obstacles in terms of the innovation to be deployed within FastTrack.

“Meet the FastTracker events” and the FastTrack Supplier Register are important contributions meeting the Local Affiliates’ needs in relation to their work with mobility solutions providers.

FastTrack should work with a mix of online (virtual) and offline (physical) events. Study visits should be organised as soon as the pandemic allows. It is important to tailor learning offers as close as possible to the Local Affiliates specific needs and as hands-on as possible. Peer-learning between Local Affiliates should play a major role. Presentations are to be largely avoided.

4.5 Transition insights

The Needs Assessment analysed different aspects which have the potential to support the deployment of mobility innovation in the cities and areas involved (see also introduction):

- Acceptability
- Readiness for behaviour change
- Stakeholder cooperation
- Administrative delivery

- Trigger for change
- Capacity
- Windows of opportunity
- Strategy-integration
- Evidence
- Funding

Some of these aspects were analysed on a general level, others in relation to the "success stories" mentioned above and / or in relation to the innovative solutions to be deployed within FastTrack.

4.5.1 General level

Public, political, and professional acceptability of the city's / area's mobility vision[36]

Most of the respondents perceive a neutral attitude of citizens towards the Local Affiliates' mobility vision (16). A relevant number perceive that citizens are in favour (8). Scepticism or even opposition isn't perceived in any city / area involved.

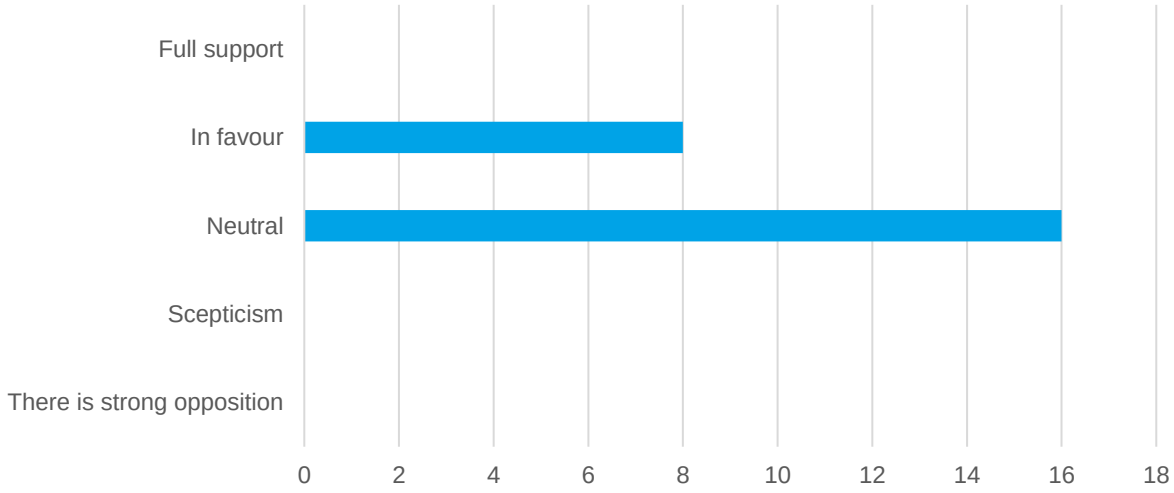


Figure 30: Perceived support of citizens for the city's / area's mobility vision

Many LA-representatives perceive that local politicians are either in favour for the mobility vision or have a neutral attitude. "Full support" as well as "Scepticism" are rarely perceived.

[36] Answers to survey-question 2.10 "Do you think the end-users (citizens) share the city's / area's mobility vision?" (n=24); 2.11 To what degree do local politicians share the city's / area's mobility vision? (n=23, one city didn't answer); 2.12 "To what degree do transport professionals share the mobility vision?" (n=24)

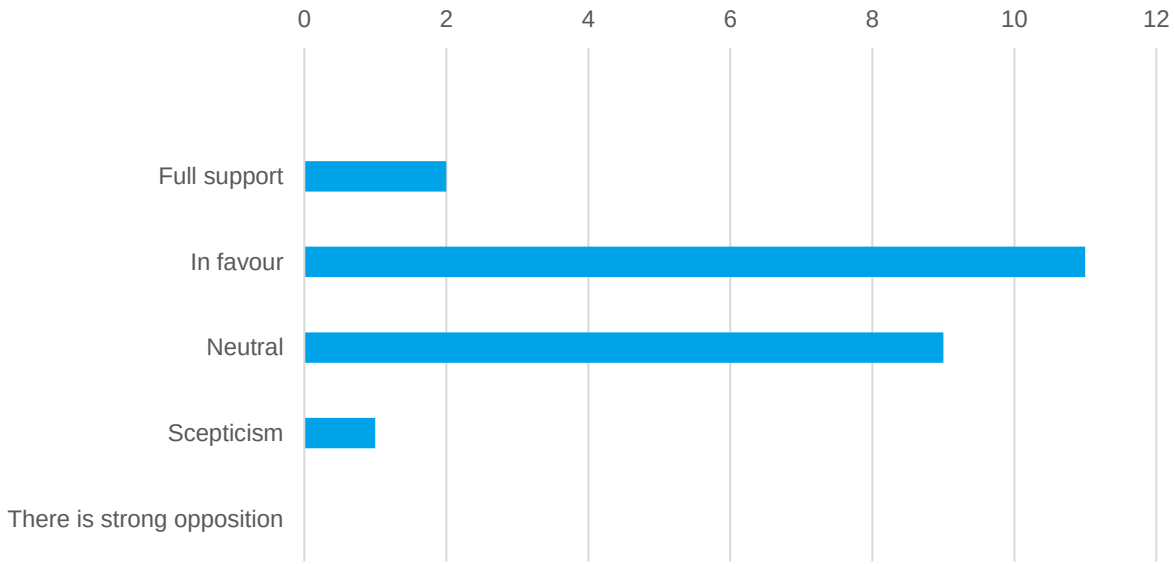


Figure 31: Perceived support of politicians for the city's / area's mobility vision

Acceptability by transport professionals is perceived as much higher than by citizens and politicians. Perception ranges from "full support" to "in favour" and "neutral". Reluctance or scepticism are not perceived at all.

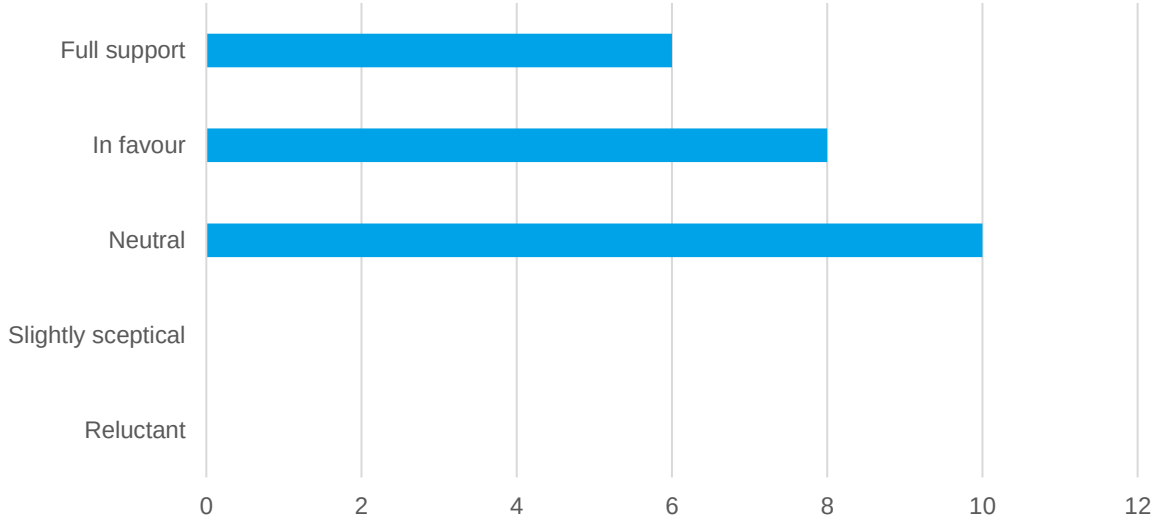


Figure 32: Perceived support of transport professionals for the city's / area's mobility vision

Behaviour change[37]

The situation in terms of openness towards behavioural change is similar to citizens' attitude towards the LA's mobility vision: Most of the respondents perceive a neutral attitude of citizens towards behavioural change. Some perceive that citizens are in favour. Reluctance or scepticism are rarely mentioned.

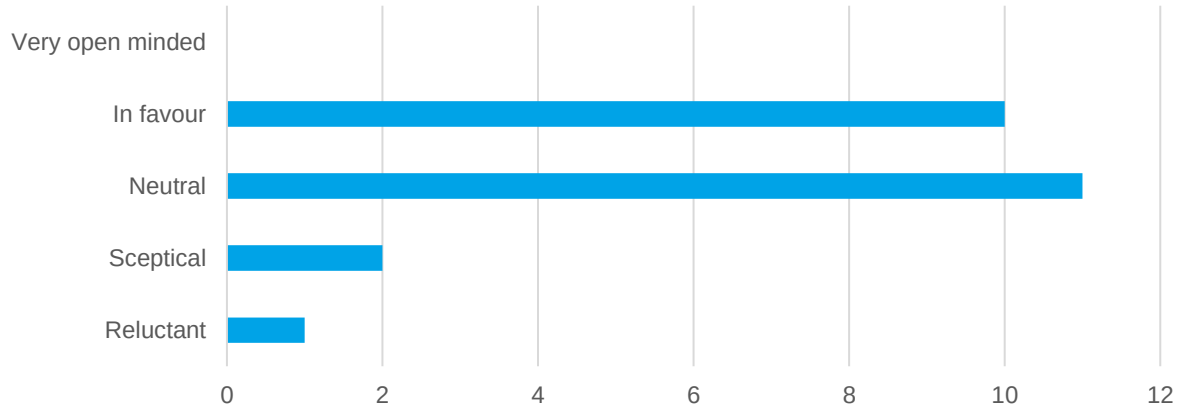


Figure 33: Perceived attitude of citizens towards behavioural change

Stakeholder cooperation[38]

Most of the Local Affiliates perceive rather good cooperation between relevant stakeholders (e.g., public administration, business, civil society) in terms of sustainable mobility.

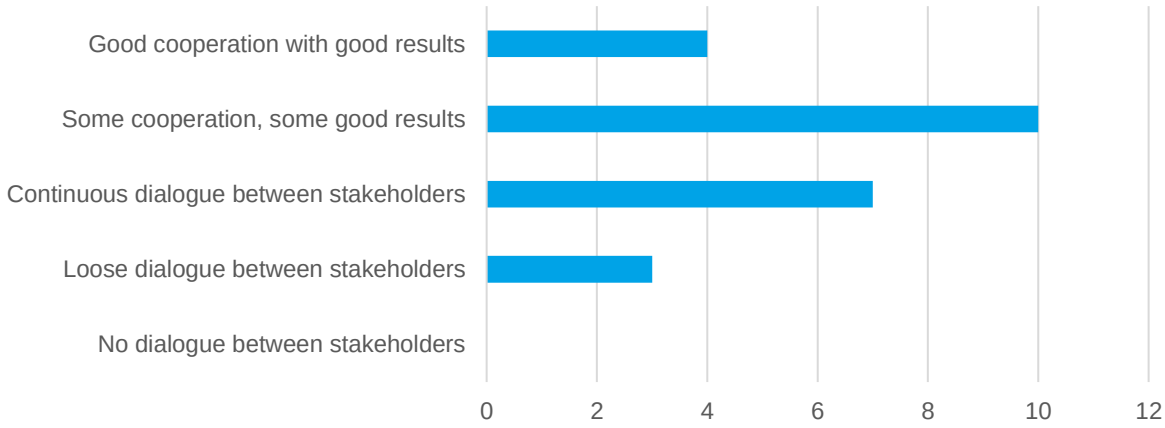


Figure 34: Perceived quality of stakeholder-cooperation

[37] Answers to survey-question 2.13 "To what extent are citizens open-minded towards behavioral change, e.g. less car-use, more walking, cycling and use of Public Transport?" (n=24)
[38] Answers to survey-question 2.17 "Do you perceive the cooperation between the different relevant stakeholders (e.g., public administration, business, civil society) in terms of sustainable mobility as sufficient?" (n=24)

Cooperation with private sector mobility solution providers[39]

The cooperation between public administration and private sector mobility solution providers is perceived as rather good and intense by nearly half of the Local Affiliates (10) and as average by around the other half (11).

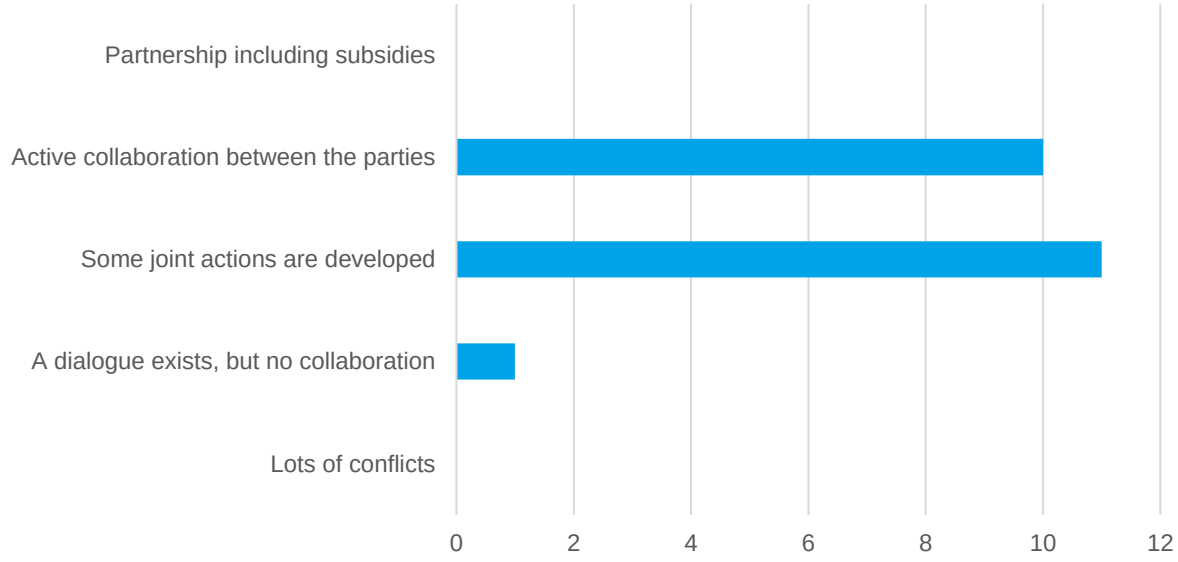


Figure 35: Quality of cooperation with mobility solution providers

Administrative delivery[40]

Speed and efficiency (use of financial and human resources) in which an administration is implementing sustainable mobility measures as well as the strictness in terms of enforcement (e.g., of parking management or access restrictions) are seen as indicators for the quality of administrative delivery in the context of this Needs Assessment. The aspect of implementation-speed is of special importance for FastTrack with its focus on fostering acceleration of sustainable transport.

Most of the Local Affiliates (14) perceive the speed in which measures are implemented by the administration as average, a few as over average (6) and another smaller group as under average (4).

[39] Answers to survey-question 2.21 “How would you generally describe the cooperation between these providers and the local authorities?” (n=22, two cities didn't answer)
[40] Answers to survey-questions 2.14 “How do you perceive the speed in which your administration is implementing sustainable mobility measures?” (n=24); 2.15 “How do you perceive the efficiency (use of financial and human resources) in which your administration is implementing sustainable mobility measures?” (n=24); 2.16 “How strict is your administration in terms of enforcement, e.g. of parking management or access restrictions?” (n=24)

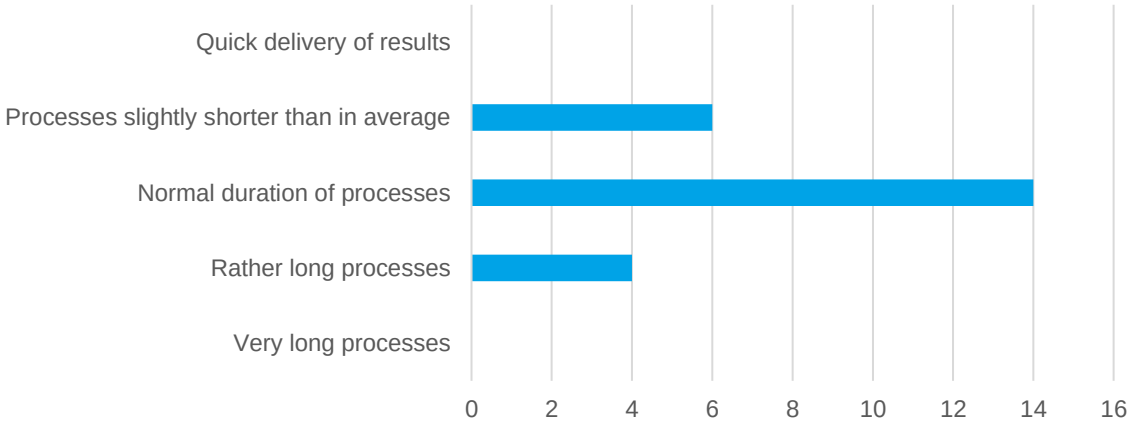


Figure 36: Perceived duration of implementation processes for sustainable mobility measures

Most perceive either average (11), or even rather high (10) efficiency.

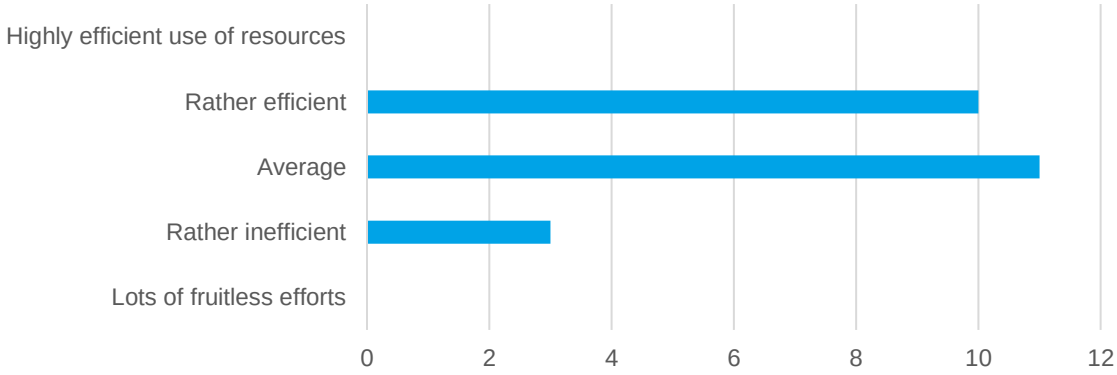


Figure 37: Perceived efficiency of implementation processes for sustainable mobility measure

Most perceive enforcement as average (10), many as rather strict (8), and a few as rather lax (4).

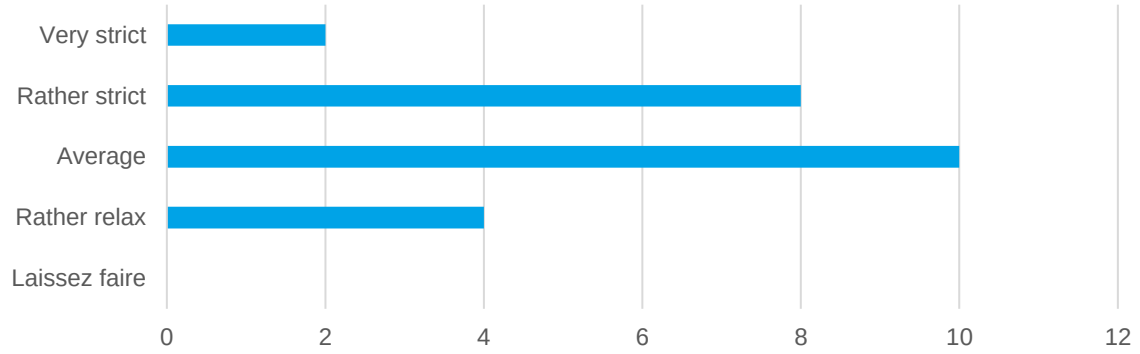


Figure 38: Enforcement, e.g., of parking management and access restrictions

Funding[41]

There is no clear picture in terms of the perception of the mobility budget the Local Affiliates have available. Many perceive it as over average, the same number of Local Affiliates perceives it as rather poor (in each case 8). Many between these pools perceive it as average (6).

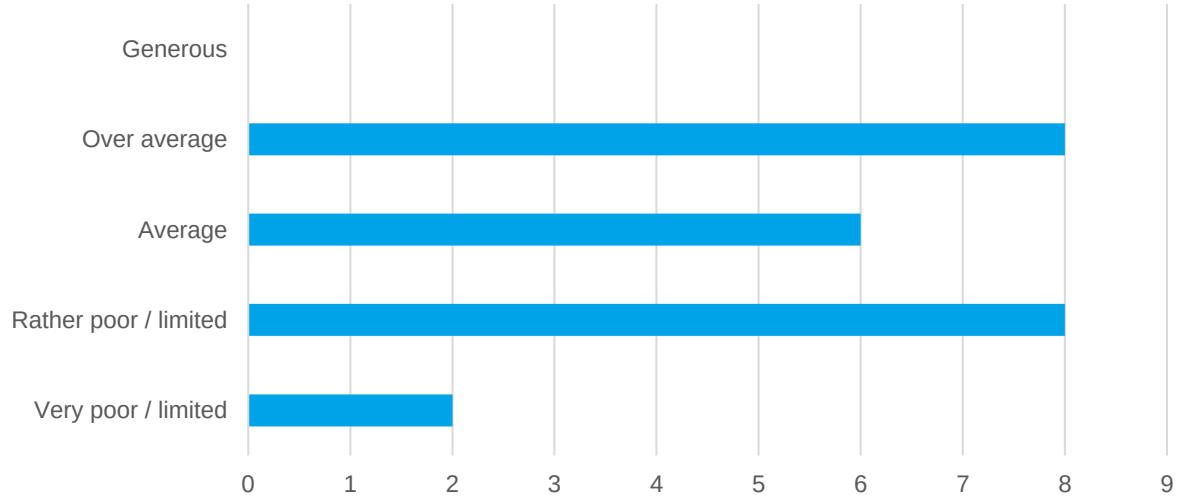


Figure 39: Perception of mobility budget

Public funding (local budget, regional, national, and European funding) is the dominating funding source for the Local Affiliates' sustainable mobility measures. Revenues (from public

[41] Answers to survey-questions 2.18 "How would you characterize your city's / area's sustainable mobility budget?" (n=24) and 2.19 "Which are the major funding and financing sources for the implementation of sustainable mobility measures in your city / area?" (n=24, multiple choices)

transport and parking fees) and other sources play a by far less important role. **European funding** is important in addition to **national / regional** funding and **local budgets**.

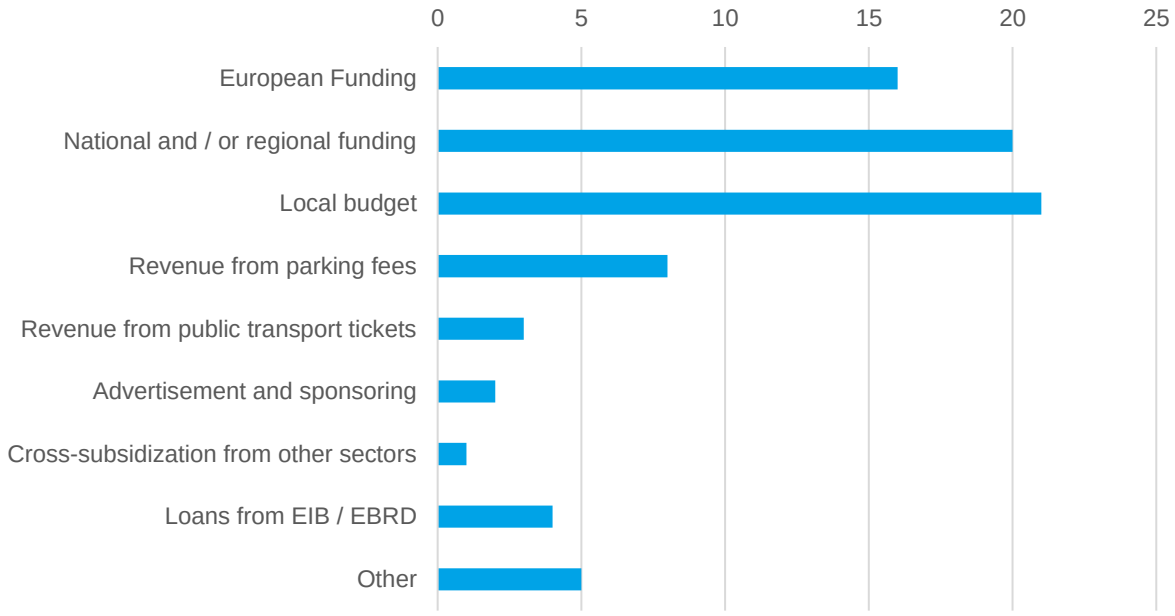


Figure 40: Sources of funding / financing for sustainable mobility measures

Conclusions

There is a high potential for peer-to-peer learning:

- Local Affiliates perceiving a neutral attitude should be enabled to learn from Local Affiliates that have successfully created a situation in which most citizens, politicians, and transport professionals are in favour of the local mobility vision.
- Local Affiliates perceiving a neutral attitude should be enabled to learn from Local Affiliates that have successfully created a situation in which citizens are in favour of behavioural change. The survey results confirm that it makes sense to cover behaviour change within the learning program as a horizontal topic (as planned).
- Local Affiliates perceiving only loose dialogue / cooperation between stakeholders should be enabled to learn from those Local Affiliates that have successfully created close cooperation. The respective horizontal topic is highly relevant.
- Peer-to-peer learning within FastTrack should enable to learn from the Local Affiliates that have achieved rather close cooperation with private sector mobility solution providers
- Peer-learning should include learning from those Local Affiliates which achieved well developed administrative delivery.

There is a need for more successful fund-raising. This should be taken under consideration in the learning program.

The size of the budget can also be seen as an indicator for the political priority sustainable mobility has in the cities and areas. From this point of view there seems to be the need to better promote this subject and to organise learning in terms of respective political campaigns on different levels.

Mitigating the strong dependency on public funding can be seen as a relevant issue in the learning program.

From the Interviews

- Approaches on how to achieve a higher level of citizen acceptability are for example mentioned by Bologna (referring to its long tradition in terms of participatory approaches), and by Groningen (where working bottom up, starting from the communities is seen as a precondition for success).
- Braga and Krusevac, with their step-by-step approach, might be good examples in terms of successfully stimulating acceptability from politicians.
- In some of the interviews, it was mentioned that sometimes it is a challenge to convince “old engineers” to agree to / apply sustainable mobility principles. For example, Belgrade and Krusevac need help in this concern.
- Antwerp is an interesting case in terms of systematically campaigning for behaviour change.
- E.g., Munich, and Groningen are good examples in terms of intense stakeholder-cooperation.
- Antwerp and Kadikoy are Local Affiliates that highlight their effective cooperation with private sector mobility solution providers.
- Debrecen explicitly mentions the desire to learn how to improve lobbying for sustainable mobility measures which are competing against “traditional” measures in terms of funding.
- Brno (mobility fund / revenues from parking fees), Grenoble (contributions from employers) and Munich (contributions from the real estate industry) can share experience in terms of funding mechanisms beyond funding based on taxpayer’s money.

4.5.2 Drivers related to the Success Stories (past)[42]

Learning from the past: Based on the Local Affiliates’ previous experience related to the “success stories” mentioned above, the following ranking of success factors for the rapid deployment of innovative mobility solutions can be stated:

[42] Answers to survey-questions 4.3 and 4.9 “How important were the following factors in measuring the rapid and successful deployment?” (n=21, three cities didn't answer)

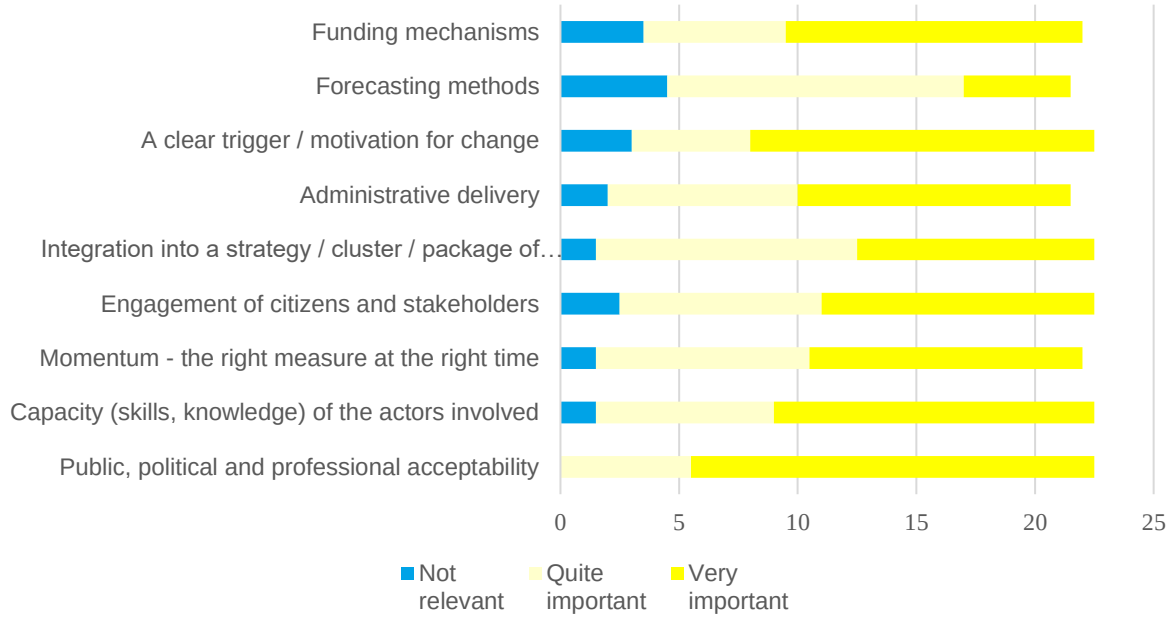


Figure 41: Success-factors

Conclusions

The high importance that is perceived in terms of acceptability and engagement underlines the value of the respective horizontal topic (Governance, participation, cooperation, and co-creation) foreseen in the learning-program. The same applies in terms of funding mechanisms, underlining the importance of the respective horizontal topics.

The high importance of a clear trigger for change is an interesting lesson. It e.g., provokes the question: How can a clear trigger be “simulated” in terms of climate change, a subject that so far remains rather abstract (compared to congestion) for those who are not yet that strongly affected by floods, heat, aridity, etc.?

The high importance that is perceived in terms of capacity (skills, knowledge) of stakeholders involved underlines the general importance of FastTrack with its focus on capacity building.

The relatively low importance that is perceived in terms of forecasting methods might be an issue of discussion between scientific partners and practitioners within the project.

4.5.3 Potential obstacles related to the innovative solution to be deployed within FastTrack (future)[43]

Learning for the future: Related to the innovative solution to be deployed within FastTrack the Local Affiliates anticipate the following obstacles that have to be overcome:

[43] Answers to survey-question 5.9 “Which obstacles do you see in terms of the rapid deployment of this innovation? How relevant are these obstacles?” (n=20, four cities didn't answer, multiple choice)

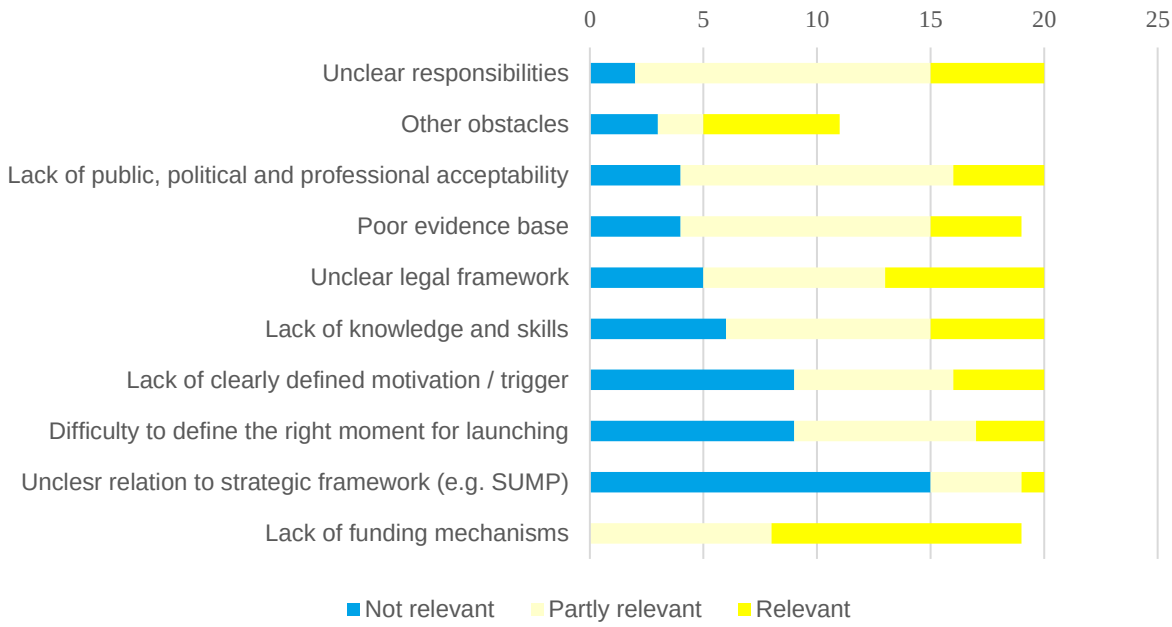


Figure 42: Potential obstacles

Conclusions

The difference between the ranking of issues related to solutions developed and implemented in the past and innovation to be deployed in future can be explained from the different perspective in time. Both points of view are important for FastTrack.

The high importance that is perceived in terms of a potential lack of funding mechanisms underlines the value of the respective horizontal topic (Funding, financing, business models).

Unclear legal frameworks are an issue that is not easy to tackle in the framework of FastTrack (working at the local / regional level). Hopefully the exchange of experience between cities / areas generates respective suggestions that can then in a next step be submitted to the national level that is in most cases responsible for the definition of the framework.

Exchange of experience can support learning from others in terms of overcoming unclear responsibilities.

To tackle the lack of knowledge and skills is the core of FastTrack.

From the interviews

- An unclear (legal) framework is an issue e.g., for Bucharest (lack of regulations for the development of cycling infrastructure), for Budapest (lack of regulations in terms of car-sharing and micro-mobility.
- Antwerp and Kadikoy have experience in terms of developing regulations for micro-mobility.
- Munich mentioned interesting experience in terms of defining responsibilities for newly emerging topics / innovation.

5 Accelerating mobility innovation – lessons learned from the interviews

In completion to the findings from the online survey the interviews with representatives from Local Affiliates that took place as part of the Needs Assessment allowed insights in terms of factors supporting accelerated mobility innovation on the ground. This section gathers some of the most relevant statements. They can be read as inspiration for other cities and areas.

5.1 Responding to external triggers

Some of the cities / areas try to react productively on triggers for change initially coming from outside of their sphere of influence. This first refers to the current pandemic but also to other influences, including sociodemographic change and political movements:

What has been tried for decades has been realised by **COVID-19**, e.g., working from home, reduced congestion. The city's aim is to keep these positive effects. (Groningen)

Pandemic and lock-down circumstances have led to significant changes in terms of mobility behaviour: many people are working from home, there is a lower demand for public transport, more people are cycling, but the share of car traffic is as high as before. Whether these changes are going to be sustainable is still an open question. The city is currently facing financial challenges due to the COVID-19 pandemic. The potential contribution of working from home and "decentralised co-working" / "third places" to solving mobility issues is one of the topics currently under discussion. (Munich)

The **COVID-19** pandemic has led to accelerating SUMP implementation to counter the potential increase in private motorized traffic. (Bologna)

There is a high rate of people with asthma, for example people who used to work in coal mining. These **people tend to suffer respiratory problems and so are more aware of elements such as pollution**. (Gijon)

Climate change is on top of the agenda and the team from Murcia is working on enabling and encouraging behavioural change by introducing different kinds of services and solutions.

There is a large **young population** in Bucharest which is very open-minded towards cycling, and the future looks like it will tend towards even more cycling.

These highly educated people "know how the world works" and **expect contemporary services**. The administration must not fall behind and must therefore stay up to date with service provisions. This pressure helps the city to move forward faster. (Kadikoy)

Munich's priority on Active Travel is also the result of pressure from **bottom-up initiatives**. The "Radentscheid"-movement, which is also active in other German cities, organised a petition for a referendum promoting the development of cycling infrastructure.

5.2 Making use of support from European and national level

Many cities / areas are making use of funding and knowledge provided by higher levels:

E.g., Budapest participated in a broad range of **European research and innovation projec**ts and developed mobility innovation in this way. (This also applies to many other Local Affiliates, see above.)

A good example of how **European projects** promote innovation at the local level is 2MOVE2: A scheme including the opportunity to put bicycles on the back of buses was developed in the framework of the project and appeared to be supportive for cycling in hilly Brno. This was innovative for Brno, but maybe wouldn't be innovative for other cities. However, later Prague also took this idea and implemented it themselves. (Brno)

Innovation is also promoted through specific **national funding** for the 13 Italian metropolitan areas and through exchange as well as competition between these areas. (Bologna)

An additional factor in the deployment of the "success story" is the funding available from the **"National Big City Package".** This is an agreement between the Swedish government and the country's three biggest cities, where the cities receive 50% in infrastructure funding from the government on the condition that they deliver both sustainable infrastructure as well as a considerable amount of housing to an agreed schedule. (Malmo)

5.3 Seeking for political support

Political support is a key issue for all the Local Affiliates. Some are "lucky" in this concern, whereas others are facing challenges.

5.3.1 Positive experience

Political support is key for FastTracking. For the measures that politicians really want implemented, the processes are very quick. E.g., residential parking and cycle paths are measures that are fast to implement. (Brno)

Timisoara's political leaders strongly support the accelerated implementation of sustainable mobility measures.

The implementation-speed depends on the topic, but acceptance is one precondition for rapid deployment. "It is possible to be really fast if everybody agrees on the project, if it is about a great idea." (Munich)

The city is led by a coalition between two political parties which both have the same commitment – environmental and social. Climate change is seen as a serious problem to be tackled, and there is a strong association between transport-related activities and economic and sustainable development. (Murcia)

The technical staff therefore play an important role in terms of developing and implementing mobility solutions. However, this also works the other way round, in which case the technicians receive instructions on what to implement. Innovation is then immersed in the running of the municipality. (Murcia)

5.3.2 Challenges

“Politics vs. city strategy” is mentioned as an obstacle. Political cycles and changing measures are not supportive for eliciting citizen support. (Gijon)

The attitude of local politicians is positive towards new solutions as long as it is in line with the mobility policy. Sometimes there is a tension between short- and long-term perspectives and decisions. (Antwerp)

While the policy focus is on sustainability, place making, and liveability, there are strong actors defending car use, which consist of politicians and stakeholders. (Malmo)

Politicians are perceived as being proactive and may sometimes propose initiatives which challenge the content of the strategies in new and unexpected ways. However, whether policies are implemented depends on politics and factors unrelated to the offered solutions can influence how far politicians are willing to go. (Stockholm)

Setting a clear framework with clear rules is seen as potentially more effective in terms of achieving sustainability objectives than developing detailed solutions, but it is unclear if such a framework would be politically acceptable. “Under a clear regulatory framework, solutions would develop automatically.” (Stockholm)

Politicians are perceived as rather sceptical in the sense of supporting aspects of sustainable mobility, and not being ready to make hard decisions against car traffic. “It is for example impossible to remove car parking for a cycle lane.” (Belgrade)

5.4 Promoting a positive vision and long-term thinking

Several Local Affiliates underline the importance of a positive vision and of a long term-pathway to be implemented step by step.

5.4.1 Positive vision

Braga achieved a relatively high level of acceptability for its place making-focused mobility policies by communicating a clear strategy and by implementing it following a step-by-step approach.

Relatively high acceptability was achieved by showing people that there is a strategy the city plans to follow over the next 20 years. “It would be difficult to convince everyone of each small measure, as some may not be the most popular. The only way to overcome this is to make clear that the strategy will give people a better quality of life, a city that is not always full of cars and pollution etc.” (Braga)

It is seen as important to explain clearly what the aim of the change is – to make it better and faster for everyone. (Kadikoy)

5.4.2 Step-by-step approach

First small steps (“baby-steps”) are seen as very important to illustrate the strategy’s intentions. For example, the measures undertaken in the four neighbourhoods – including “better streets”

– serve as a good example. The neighbours to these areas want to implement the same measures now as well – desiring larger pedestrian areas, places for children to play, green areas etc. (Braga)

Krusevac successfully transformed their city centre into a pedestrian- and cycling-friendly area following a step-by-step approach and a long-term vision. The respective process started in 2015 during European Mobility Week, when the area was closed for cars for a whole week. The event was repeated every year, with positive reactions from citizens. The area covered was expanded over the years, and the duration extended. The pilot was then transformed into permanent solutions including the removal of parking lots. “We did not say change would happen tomorrow. We rather started in 2015, aiming for the 650-year anniversary of the city in 2021. Each year, the traffic regime was extended slightly.”

There was not a good political climate seven to eight years ago, and the European Mobility Week has improved this. The influence from other countries and perceptions towards other modes have influenced decision makers over this time, and it is now possible to build on this success. “As of two weeks ago (mid-June), parking has now been removed, and bike lanes are down. We can notice more and more cyclists every day.”

5.5 Creating innovation clusters

Some Local Affiliates managed to create mobility innovation clusters in which they cooperate closely with universities, but also business and civil society:

The city and the university - also in their interplay - are perceived as generators of innovation. (Bologna)

The Braga Urban Innovation Laboratory Demonstrator (BUILD) is a major generator of mobility innovation. BUILD is an urban space for innovation in which public authorities, businesses, universities, R&D centres, citizens, and local communities promote the development, prototyping, testing and validation of new technologies, services and applications with low environmental impact and in real contexts.

The Civic Imagination and Innovation Centre (CIIC) is a place where innovation is developed in a participatory way. The city and the Technical University of Cluj-Napoca are currently planning an autonomous bus pilot.

Mobility innovation developed in Munich is in many cases the result of cooperation between university, private enterprises, and the city representing its citizens - “also those who cannot afford an BMW”.

“M Cube” is an umbrella for several larger mobility related innovation projects. The city is one of the partners within this cluster, next to the university and private companies, where each partner plays a specific role. (Munich)

An innovation centre plays a major role in generating mobility innovation in Groningen. The core group of its stakeholders is composed of representatives from the city administration, the region, the university and two more educational institutions. This core group is cooperating with strategic partners, e.g., the public transport organisations, and private companies (e.g., car manufacturers, leasing companies) that have the same objectives.

Some Local Affiliates developed clear innovation-methods, e.g. Budapest: Innovation is developed according to the following steps: definition of a problem – concept – pilot – evaluation – scaling up – policy integration.

Braga defined pilot areas: A certain area of the city was opened to those who want to implement pilot trials.

5.6 Engagement with citizens / end-users

Most Local Affiliates state that engagement of citizens (the end-users) supports mobility innovation but there are different points of view in terms of which role citizens can play in relation to professionals:

Relatively high acceptability from the public is seen as an impact from Bologna's long tradition of participatory approaches. (Bologna)

"Meet before provide" is an important principle to make sure that services and solutions are tailored to peoples' needs. (Murcia)

"Sometimes lay people express ideas that would be impossible to implement. When it comes to waste management, everyone wants to have a bin close to their house, but not in front of their house. The same applies for bus stops. However, for solar panels, no one will argue over placement, as they have to go where they get the sun. The city has implemented a cycle lane where everyone said they wanted it, and yet no one uses it." (Murcia)

There were some conflicts in terms of the "Summer Streets" due to the loss of parking spaces, and therefore, residents were involved in the planning process. An exception was the planning of "Summer Streets" under the condition of the pandemic which did not allow any participation and co-creation. In this situation the local district councils were invited to join the discussion as representatives of the citizens. They also selected the streets to be transformed into "Summer Streets". Citizens were invited to comment on site during the implementation of the (simple and temporally restricted) measures. (Munich)

The team from Budapest is aware of the challenges of participatory approaches, for example, the conflict of interests between neutral moderation and advocacy for sustainable mobility was mentioned.

Working bottom up, starting from the communities is seen as a precondition for success. Behavioural change will, in case of success, be promoted within the community: "We often use the example of the smartphone to describe these dynamics. If everybody has a smartphone from Samsung, and then someone buys an Apple iPhone, what will happen over time? After a year, the whole group will have an Apple iPhone. People influence each other and it is important to understand how these networks work, how communication works in a specific network, and who influences whom. This helps us to find out how to promote positive development in a neighbourhood and with which stakeholders we need to work to influence others? It can be different from neighbourhood to neighbourhood because there are different communities." (Groningen)

It is seen as relatively easy for politicians to sign ambitious climate targets, but at a practical level, like implementing parking or driving restrictions, the discussion becomes much more

difficult. Tampere has the economically motivated ambition to be highly innovative, but sometimes struggles with the implementation of innovation on the ground.

Cameras on the street, for example, were hard to get through as many don't like being watched. However, cameras have now been in place and active at the entrance to the city centre for more than two years, and those who do not have a permit receive a fine. People were against it at first, but now most understand the benefits. (Brno)

Cars were removed from the city's large promenade along the seafront, and people are now starting to appreciate the benefits of having this pedestrian zone. (Gijon)

Politicians and many citizens have a more reserved attitude at first and need to be convinced. This is particularly true for shop owners, who have had their hesitations in the past, e.g., when the municipality removed parking on one side of a street with the aim to make it more pedestrian friendly. Within the first couple of months people were opposed but then liked it as it became a more friendly and welcoming space. (Kadikoy)

5.7 Defining the role of the public administration

Many Local Affiliates see a strong public administration as important; others work with public organisations that are organised according to private law and / or practice close cooperation with the private sector. A reasonable internal organisation is seen as another success factor. In addition, the educational background of the staff working within the administration is of importance.

5.7.1 The role of the public administration in relation to the private sector

From a structural point of view, all the public transport is owned by the municipality, and therefore, if the city wants to implement related measures, it is relatively easy and fast. Public ownership of / dominance over the main modes, including taxi drivers who need a licence from the municipality, is seen as a benefit. (Gijon)

The public sector plays a key role within Gijon's mobility eco-system. Gijon's Citizen Card enables residents to use public transport and other services in a user-friendly way. At the same time, it enables the city administration to gather a broad range of data and to tailor services on this basis.

The city-owned public transport company of Timisoara is an important cooperation partner which also provides bike and scooter sharing services. All the public and shared mobility services are under one umbrella; however, this is perceived as a problem due to a lack of respective skills and knowledge and too much influence of only one party. It is therefore seen as likely that in the future there will be more private companies involved which also means more competition.

The "regional organizer of Prague integrated transport" (ROPID) covers the city and the region. ROPID is publicly owned but organized according to private law. (Prague)

Debrecen's mobility innovation is developed and deployed by different city-owned companies rather than by the city-administration itself. The city-owned companies can act more flexibly

than the departments and offices of the city administration which must stick to bureaucratic regulations.

The cooperation between private sector mobility solution providers and the city is well developed, with regular meetings between the city and active providers. Furthermore, many of them are partners with Smart Ways to Antwerp and through this are involved in innovative projects.

5.7.2 Internal organisation

The main task of the mobility department is the development and update of the city's mobility strategy (as part of the urban development strategy) and the coordination of its implementation. (Munich)

The ability to balance different interests and points of view is highlighted as an important skill: "Many citizens are reflecting on their way of living and about how this way of living is influencing the world around them. Others are saying 'I did it this way all my life and I will go on like this'. And between these poles you (as a mobility planner) have to deal with all these different ideas and opinions. You should be quite experienced, well-educated, open towards different points of view and ready for discussion."

It was very difficult and took a long time to decide on the design of markers / info-panels at Public Transport stops. There were quite a few requirements that had to be aligned: It should look good, provide relevant information, be easy to maintain, etc. (Prague)

"Every group makes its own plan. We don't have one integrated document. You can have separate plans, but it is important for us that these plans are connected to each other from the beginning. Everybody is 'fighting' for the same square metre of public space. If you have five different plans, all saying that they have a very good idea of how to use this square metre, and there are major conflicts between these plans, you have a problem when talking to the communities, which have to listen to five different stories. That's why we try to connect all the plans and to make it more and more one vision of how to use public space in general. And then every office can go its own way following its own plans. The neighbourhood hubs for example are not about mobility alone. They are also about economic development, about liveability. It's about different subjects that come together in such a concept." (Groningen)

The administration is perceived as sometimes operating as "silos". This may sometimes mean that "each of these silos has its specific targets but an overall vision that is shared by all is missing." (Stockholm)

5.7.3 Education of staff

Transport professionals tend to be more "old-school" in their thinking, promoting wider roads for cars, not really thinking about the needs e.g., of cyclists. Many staff members received their education in programmes from previous decades with a focus on traditional car-oriented transport-planning and are not yet familiar with more people-oriented approaches. It can be difficult for these colleagues to change their thinking after working in the field for many years. (Belgrade)

Antwerp has great experience in sustainable mobility, working on this topic as an interdisciplinary team, in close cooperation with the private sector, profiting from its active participation in many European projects, and by combining soft and hard measures.

5.8 “Big projects” and “simple solutions”

Many cities / areas bring mobility innovation forward by implementing big (expensive, complex) projects (core measures) which are then accompanied by smaller supporting measures. Smaller measures are seen as beneficial because of their reduced complexity. Some Local Affiliates manage to think outside the box and to implement very simple but highly efficient solutions.

5.8.1 Core measures

The motivation for the innovation to be deployed within FastTrack is that in 2023 a new 10 km tram line is going to be completed, as part of Bologna’s strategy to reduce CO2 emissions. (Bologna)

Malmo has quite some experience in terms of sustainable mobility, including from the current implementation of express bus lines using electrical buses and the extension of the cycling network in the framework of the Swedish “Big City Package”.

Tampere wants to work on approaches completing the recently launched Fast Tram. The main question that the team wants to find an answer to is: How to integrate the Fast Tram with other mobility solutions?

5.8.2 Simple, sometimes temporal measures

Simple projects that do not require a lot of resources are seen as important, e.g., "Summer Streets" – temporarily restricted transition experiments of public space and streets: The city works with simple design-elements (e.g., chairs, benches, trees in buckets) in these streets. Therefore, rapid implementation is possible. (Munich)

Another important factor is the complexity and value of construction works. “Pop-up bike lanes were implemented in a few months as no construction was required.” (Munich)

The reclamation of Zawiszy Czarnego Square consisted of the closing of the car parking spaces on the square. At first, this was a temporary measure in 2020 during European Mobility Week and a photo exhibition, which has been made permanent in 2021 by the Mayor. Now, greenery and street furniture were added to transform the square into a meeting place for public life. (Gdynia)

Murcia’s focus in terms of innovation is not on “autonomous and futuristic things, automation or robots”, but on developing and providing basic services for the mobility of people and goods that motivate people to change behaviours, e.g., parcel lockers and ride sharing.

5.8.3 Solutions outside the box

An example of a small-scale innovation on the ground is the daytime bicycle parking near the university: There was a significant lack of parking space for bicycles on the university campus. This problem was solved through shared use of parking spaces nearby. During the night this space is occupied by residents' cars, and during the daytime by students' and university staff's bicycles. (Munich)

Kadikoy is working creatively and by combining "high tech" with basic approaches is a recently started pilot trial for robotic deliveries. This trial is also being used to identify key problems in accessibility – the robot is the same size as a wheelchair, so therefore anywhere the robot cannot access, a wheelchair would struggle too.

5.9 A good database thanks to Smart City solutions

Digitalisation helps to improve the quality of data that cities / areas base their actions on:

Through use of the Citizen Card, the city gathers data about citizens' movement patterns, which makes daily management simpler. In this way, the city has real-time data on the mobility of citizens which allows them to make fast responses. (Gijon)

A better understanding of mobility patterns is seen as important and shall be achieved through cooperation with mobile phone providers. (Prague)

The city uploads all traffic related information, events, closures, changes in regulation, etc. which affects traffic. In return, Waze (the world's largest community-based navigation app) shares all information collected with the city (aggregated and anonymous), from which the city can come up with traffic development recommendations (changes in regulations, prioritizing fixing of potholes, etc.). (Debrecen)

The city has been working with open data for many years, which forms the background for innovation. (Tampere)

A lack of data (traffic movements for delivery traffic) informing the city's strategic planning as well as decisions taken by private companies is perceived. The availability of data of this kind would support investment in charging infrastructure, electric vehicles, etc. (Stockholm)

5.10 Local Funding schemes / ringfencing

Some cities / areas are working on generating funding specifically dedicated to mobility innovation which makes them more independent from taxpayer's money, at least to a certain degree:

Revenues from parking fees are used for measures such as park and ride, but also for non-direct parking-related measures motivating people to not travel into the city-centre by car. This money could also be used for the logistics strategy. (Brno)

5.11 Communication, promotion, branding

Professional communication and branding are seen as supportive for the deployment of mobility innovation by many Local Affiliates:

The regional development agency aims to allocate and implement an appealing long-term regional sustainable mobility branding. (Ljubljana)

The “Smart Ways to Antwerp” team are focusing on soft measures like communication supporting behavioural change, whereas the “Modal Shift” team’s focus is on hard measures.

“Smart Ways to Antwerp” is a huge communication- and promotion-effort promoting sustainable mobility.

Citizen engagement activities – for example accompanying the introduction of the parking scheme – include newsletters distributed at the level of the metropolitan area, plus more local newsletters, leaflets handed out on the street, events, and communication on Facebook. The transport department hired a company to manage the account on Facebook and to respond to queries. (Brno)

6 Conclusions and recommendations for FastTrack

The conclusions drawn in section 4 are summarized below according to the different aspects and components of the FastTrack-project. The aim of this summary is to enable the project partners to refer to relevant lessons learned during the Needs Assessment when working on these aspects / components.

6.1 General understanding

The **openness of the Local Affiliates towards innovation** is significant and this spirit should be utilised in FastTrack. FastTrack can build on a certain knowledge-base and curiosity in terms of mobility innovation. The fact that nearly all the cities / areas have worked on a SUMP and in this way discussed principles of **sustainable mobility** indicates that there is a more than basic **common understanding** that FastTrack activities can be built upon. FastTrack can build on a common understanding according to which exclusively car-oriented policies are overcome. The existence of a dedicated mobility department in most of the cities / areas involved can be interpreted as an indicator for the importance the topic has. The FastTrack learning program can build on a common understanding promoted by several networks and learning tools, e.g., CIVITAS, Eltis, and POLIS.

The FastTrack-consortium underlined from the very beginning of the project that the **local context** is seen as important when deploying innovative mobility solutions. This is shared by most of the Local Affiliates. The ambition is not primarily to promote European or international flagship-projects, but to solve local / regional problems.

The high importance that is perceived in terms of capacity (skills, knowledge) of stakeholders involved in mobility planning in cities and areas underlines the general importance of FastTrack with its focus on **capacity building**.

6.2 Target group

The learning program must first meet the needs of **city administrations**, being as much as possible adapted to their language, procedures, and instruments. Especially peer-to-peer learning is expected to meet this requirement.

The learning program must cover a broad spectrum of responsibility-levels, but first be tailored to **project leaders**. These are most likely not in a position in which they can change the game in their city / area immediately (other than heads of department). FastTrack should aim to equip project leaders and officers with knowledge that enables them to provide evidence to decision-makers.

The learning programme / content must be composed in a way that is understandable for people with very **different educational backgrounds**, but first for people with a technical background.

6.3 Peer-to-peer learning

FastTrack can build on already existing experience (success stories) available in the cities / areas involved and does not have to start from the beginning. There is significant potential to exchange experience between Local Affiliates. The fact that **learning from other cities** is highlighted as beneficial underlines the potential of FastTrack's peer-to-peer learning approach.

The range from countries perceived as rather lagging behind in terms of sustainable mobility planning to rather advanced countries corresponds with the approach of the **"starters", "sharers"** (and "leaders") FastTrack is working with. Those with less experience are invited to learn from those with more experience. In general, there is a **good balance between both groups**. The fact that none of the Local Affiliates defines themselves as a "leader" might on one hand be the result of a certain modesty. On the other hand, it can be explained through the fact that also generally very experienced cities / areas want to work on new challenges within FastTrack.

The **interdisciplinarity** that is given to a certain degree is a potential on the ground in the cities and areas, but also for the peer-to-peer learning in FastTrack. One discipline can learn from the other.

Peer-learning between Local Affiliates should play a major role in the learning-program. FastTrack should work with a **mix of online (virtual) and offline (physical) events**. Study visits should be organised as soon as the pandemic allows. It is important to tailor learning offers as close as possible to the Local Affiliates specific needs and as hands-on as possible. Presentations are to be largely avoided.

6.4 External interface

"Meet the FastTracker events" and the FastTrack Supplier Register are important contributions for meeting the Local Affiliates' needs. The potential of FastTrack's "meet the supplier" approach is underpinned by a relatively high number of cities / areas stating that they profit from external consultancy.

There is already a lot of experience in terms of the cooperation with **private sector mobility solution providers**. Exchange about benefits, but also about ways to organise cooperation, will be interesting aspects to be discussed during the capacity building process, especially for those cities / areas that still have doubts.

Peer-to-peer learning within FastTrack should enable to learn from the Local Affiliates that have achieved rather close cooperation with private sector mobility solution providers.

6.5 Topic based clusters

The FastTrack-clusters defined in August / September 2021 meet the Local Affiliates' interests.

The learning-program should not focus too much on the clusters. Exchange between the clusters can help to satisfy the interest of the Local Affiliates to learn about a broader spectrum of topics.

6.6 Innovation to be deployed within FastTrack

The **different characters** of the innovation to be deployed in different cities / areas is a challenge for the capacity building process. E.g., in some cases, the innovation is about technical solutions, in other cases about plans / concepts. It will not be possible to organise the deployment-process according to one single template. Results (e.g., deployment plans) will look different from city-to-city / area-to-area.

The **different degree to which the innovation to be deployed is defined** so far is another challenge. The first phase of the capacity building process will have to be used to achieve a more precise task description in many cases. In addition, the lack of defined success indicators confirms that the innovation to be deployed is not yet very precisely defined in many cases.

FastTracking of deployment: The low number of success stories that have been implemented in the past in less than one year can be seen as an indicator that such spontaneous activities are in general unlikely to be feasible in a public and democratically controlled administration. An approach for FastTrack could be to focus on innovative solutions that can, under current conditions, be deployed within up to five years, and explore ways to reduce this period to up to two or three years.

6.7 Horizontal topics

The skills perceived by the Local Affiliates to be lacking corresponds well with the horizontal topics foreseen by the FastTrack-consortium in the framework of the learning-program.

The dominance of technical disciplines working on mobility issues in the cities / areas involved might partly explain challenges some Local Affiliates face in terms of achieving e.g., acceptability for their mobility polices or fruitful stakeholder cooperation. This underlines the importance of covering a broad range of skills / horizontal topics in FastTrack.

6.7.1 Funding, financing & business models (including procurement)

The high importance that is perceived in terms of a potential lack of funding mechanisms underlines the value of the horizontal topic Funding, financing, business models. This corresponds with the fact that many Local Affiliates perceive a lack of skills in this field.

There is a need for more successful **fundraising**. This should be taken into consideration in the learning program. The size of the budget available can be seen as an indicator for the political priority that sustainable mobility has in the cities and areas. From this point of view there seems to be the need to better promote this subject and to organise learning in terms of respective **political campaigns** at different levels. Also, **mitigating the strong dependency from public funding** can be seen as a relevant issue in the learning program.

6.7.2 Digitalisation & data management

Many Local Affiliates perceive a lack of skills in the field of digitalisation and data management,

The relatively low importance that is perceived in terms of forecasting methods might be an issue of discussion between scientific partners and practitioners within the project. Only very few of the Local Affiliates mention a poor **evidence base** as a relevant obstacle.

6.7.3 Governance, participation, cooperation, and co-creation

The fact that many Local Affiliates perceive a lack of skills in the field of governance, participation, and cooperation corresponds with the unclear responsibilities, unclear legal framework and potential lack of acceptability being anticipated as major obstacles in terms of the innovation to be deployed within FastTrack.

Peer-learning should include learning from those Local Affiliates which achieved well developed **administrative delivery** and managed to define **clear responsibilities.** It is assumed that the existence of a dedicated mobility department eases the deployment of sustainable mobility strategies. Exchange about the job-descriptions for these departments, about required skills and education-backgrounds might be an interesting topic.

The issue of **unclear legal frameworks** for sustainable mobility is an issue that is not easy to tackle in the framework of FastTrack (working at the local / regional level). Hopefully the exchange of experience between cities / areas generates respective suggestions that can then, in a next step, be submitted to the national level that is in most cases responsible for the definition of the framework.

In addition, the desire of the Local Affiliates to cooperate with a broad range of **stakeholders** when deploying their FastTrack innovation underlines the importance of the horizontal topic Governance, participation, cooperation, and co-creation. Local Affiliates perceiving only loose dialogue / cooperation between stakeholders should be enabled to learn from those Local Affiliates that have successfully created close **stakeholder cooperation**.

The value of the horizontal topic Governance, participation, cooperation, and co-creation is eventually underlined through the high importance that is perceived in terms of **acceptability and engagement**. LA's perceiving a neutral attitude should be enabled to learn from LA's that have successfully created a situation in which most citizens, politicians, and transport professionals are in favour of the local mobility vision.

The fact that most of the Local Affiliates mention the local council as main decision-maker can be seen as an indicator for developed **democracy and political sustainability**. It is most likely an advantage not to depend on one person.

The knowledge / experience from those that are advanced in terms of **mobility planning on the level of the functional urban area** should be used. The involvement of regional agencies should be used as a learning-potential for those Local Affiliates that are envisaging to also create this kind of organisations.

6.7.4 Behaviour change

The survey results confirm the interest of many Local Affiliates to cover behaviour change within the learning program as a horizontal topic (as planned). Local Affiliates perceiving a

neutral attitude should be enabled to learn from Local Affiliates that have successfully created a situation in which citizens are in favour of behavioural change.

6.8 Additional topics

The results from the Needs Assessment suggest to also cover additional topics in the framework of the FastTrack learning-program.

6.8.1 Promotion of Innovation

It will be interesting for many Local Affiliates to learn from those that succeeded in creating strong local innovation ecosystems. The high number of cities and areas having experience with dedicated innovation budgets and teams should be utilized as a basis for peer-to-peer learning / exchange of experience in this concern. Also experience available in terms of how to use research and innovation projects for the generation and deployment of innovation “on the ground” in the cities and areas should be utilised during the capacity building process.

6.8.2 Climate Change

FastTrack might want to more strongly help cities / areas to focus on climate change. The need for action against climate change / for climate resilience is recognized by many of the Local Affiliates. This should be used as a potential to help the other Local Affiliates to find a way how to deal with this issue. The high importance of a clear trigger for change as a success factor is an interesting lesson. It e.g., provokes the question: How can a clear trigger be “simulated” in terms of climate change, a subject that so far remains rather abstract (compared to congestion) for those who are not yet that strongly affected by floods, heat, aridity, etc.?

6.8.3 COVID-19 Implications and response

Some cities expressed their strong interest in using FastTrack for exchange of experience and discussion in terms of COVID-19 implications on mobility and different options to respond to this. In addition, FastTrack, with its focus on acceleration, might want to learn from the quick measures realised in the context of the cities’ / areas’ responses to the pandemic.

6.8.4 Peri-urban and rural

FastTrack should aim to contribute to the promotion of mobility innovation in so far significantly under-represented rural and peri-urban areas. As it is the aim of FastTrack to cover all kinds of settings (see Grant Agreement), the peri-urban / rural components of solutions should be highlighted during the capacity building process.

6.9 Next steps

The results from the FastTrack Needs Assessment described in this deliverable (general level) and in deliverable D1.1 (site-specific level) **inform the preparation of the FastTrack learning sequences** including the Capacity Building Weeks and intermediate activities (see workpackages 2 and 3). The learning-needs as well as the capacity of the Local Affiliates and Ambassador Cities described here form the basis for the consortium's efforts in defining the thematic focus of each of these upcoming events.

In addition, the information provided in this report (and in D1.1) describes the **baseline** from which the FastTrack learning-community and its individual members start the learning-process supported by FastTrack. It will during and towards the end of the project be compared with information gathered through further assessments. In this way the impact of the FastTrack learning-activities will be "measured" (see workpackage 4, impact assessment).