Integrated Multi-modal Mobility Solutions

Image: Unsplash / Arvydas Venckus

Safe, affordable, accessible and well-connected **integrated multi-modal mobility** systems are critical to provide all residents with a convenient alternative to the private car. There are an array of innovative interventions in this field – including those related to: maintenance of transport fleets, ticketing systems, service integration and intermodality, accessibility for people with reduced mobility, new management and financing schemes – which can be applied in local contexts.

In particular, FastTrack cities working in this cluster explored public and **shared mobility**, **multi-modal hubs**, **integrated network services**, so-called Mobility as a Service (**MaaS**), and **integrated e-ticketing** systems.

Stakeholder engagement

Politicians are key stakeholders in the process of implementing multimodal hubs so one needs to be able to convince politicians of their importance. This requires clear communication and clear ways of communicating their relevance and importance through data sets. Oftentimes colourful, simplified charts that highlight the main takeaways can be an effective tool for working with various stakeholder groups.

On the other hand, participation from the community from the beginning of a project can greatly influence its success. In Groningen, for example, the city provides books for citizens to start their own initiatives to facilitate this. At the same time, there must be clear expectations to the community from the beginning. If citizens are promised something from a project which is ultimately not fulfilled, it can be difficult to maintain trust between the municipality and civil society.

Data Collection

To provide sustainable solutions for certain neighbourhoods, it is important to understand the needs of the people living in the area. This can be addressed through data but there are several challenges to overcome such as GDPR issues,

What Groningen has to say:

"The implementation of integrated multi-modal mobility systems revolves around the user and the desired behavioural change. With stakeholder engagement, we put the user first and we work together towards a better living environment."

Terry Albronda, Policy Advisor Smart Cities, Municipality of Groningen

financial costs, political support and access. To address these challenges several data collection methods can be employed.

Combining hard data and people data - using a **mixture of quantitative and qualitative data** - helps to create a more well-rounded data set. To make the argument for implementing multi-modal hubs, one needs to collect **data on all modes** of transportation, being careful not to forget cyclists and pedestrians. To address issues of accessibility, cities can implement licensing schemes that can encourage or oblige operators to share their data. Lastly, having access to data is one thing, but having the capacity to analyse the data is another. Having a **dedicated department** that can analyse and effectively communicate the results is critical.

Illustration: Carlotta Cataldi

Business Models

There are several ways to organise funding for a MaaS. For example, the MaaS could set all prices for the transport services it offers, akin to an Integrator Model. Another avenue is where transport firms sell trips to the MaaS, who then combine them and sell them to customers, described as an Intermediary

> ### What Bologna has to say:
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> *"In Bologna we are working to improve mobility options by introducing new services and integrating them with existing services to deliver multi-modal mobility solutions. Among the biggest challenges we face is not only applying PPP business models horizontally, involving different private and public mobility providers, but also vertically integrating different payment methods while at the same time incorporating data-sharing arrangements to provide relevant mobility data needed to monitor progress toward SUMP and Agenda 2030 objectives."*
>
> **Luca Bellinato**, Municipality of Bologna Sustainable Mobility and Infrastructure Sector

Image: Dreamstime / Mete Basar Baypinar

setting. Another alternative model is where transport firms may keep control of all pricing, and the MaaS offers the platform by which trips using multiple firms are purchased.

Combining funds from different sources can be a challenge but a necessity to implement innovation. With such systems, it is important to keep in mind that a MaaS will not save on costs and it is important to think beyond reselling tickets, as this would not generate enough revenue. Rather it is important to think in terms of product combinations, for example combining a parking fee with the ticket for a micro-mobility ride.

Governance

For successful implementation of integrated multi-modal hubs, political support is of critical importance. This is necessary to achieve both at a national and a local level and to address this, all stakeholders need to be involved and understand in order to harbour a larger percentage of acceptance for such projects.

In Groningen, for example, they are aiming to build a city-wide network of neighbourhood "hubs". To do so, they are working to change the position of government to be a more integral part of society and by doing so, embrace a more collaborative approach between government and the surrounding community.

> ### What Budapest has to say:
>
> *"Municipalities need to be just as multi-modal as the transportation systems that they are trying to integrate. They need to combine different approaches and methods and they need to work towards a sustainable and efficient cooperation of different solutions in order to succeed."*
>
> **Bálint Szemenyei**, Mobility Project Manager, Municipality of Budapest

Acceleration Factors

- **Political will**
- **Exchange with stakeholders and sharing ownership**
- **Short-term and long-term goals that can be achieved**
- **Having a strong narrative to "pitch" towards all stakeholders**
- **Right cooperation framework to build trust amongst partners**
- **Define right scope of the MaaS, think along the necessary combinations of services**

Resources

For more real examples of how to accelerate the implementation of innovations for Integrated Multi-modal Mobility Solutions, check out case studies from FastTrack cities, **Budapest** (Hungary), **Debrecen** (Hungary) and **Bologna** (Italy) and all of FastTrack's Deployment Plans **here**.

For more resources, check out FastTrack's **State of the Art Cases** Database, which showcases how local areas across Europe have sped-up their roll-out of sustainable mobility innovations.

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