



FastTrack Final Recommendations

Acknowledgements

FastTrack Final Recommendations for the Acceleration of Mobility Innovation

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Main author: Lucia Cristea, EIP

Contributors: Iolanda Moldoveanu, EIP; Stefan Gabi, Vectos

Edited: Anna Westervelt, ICLEI Europe

Layout: Stephan Köhler, ICLEI Europe



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The CIVITAS FastTrack project has worked with and helped local authorities in 24 urban and peri-urban areas to accelerate the roll-out of sustainable mobility innovations through knowledge exchange and capacity building.

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D4.4 Final Recommendations, this document presents the final recommendations for the affiliate and lead cities within the FastTrack project, based on the work done on the Deployment Plans and discussions within the Capacity Building Weeks.

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Abstract:

This document presents the final recommendations for the affiliate and lead cities within the FastTrack project, based on the work done on the Deployment Plans and discussions within the Capacity Building Weeks.



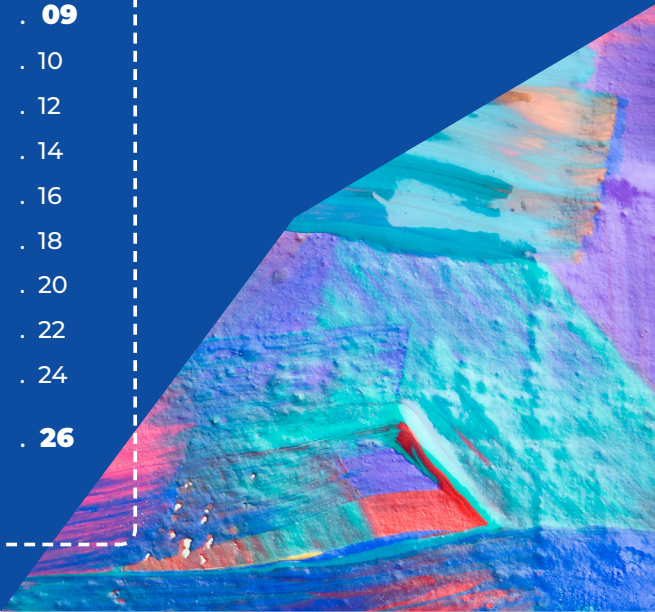
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Table of Contents

1 Foreword	05
2 Introduction	06
3 The FastTrack Journey	07
4 FastTrack Final Recommendations for the Acceleration of Mobility Innovations	09
4.1 Advocate for Change	10
4.2 Build a Strong, Multidisciplinary Team	12
4.3 Create a Fertile Environment for Innovation	14
4.4 Develop Expertise in Mixing Funding Sources	16
4.5 Express Your Thoughts Clearly	18
4.6 Focus to Reach the Vision	20
4.7 Generate a Platform for Sharing and Using Data	22
4.8 Harvest Political Interest and Support	24
5 A few final words	26



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info@FastTrackMobility.eu



Glossary

Abbreviation / Term	Explanation
AC	Ambassador City / Ambassador Cities are those, who thematically lead a Cluster together with the Technical Support Partner. ACs are project partners yet also aim at developing a deployment plan on one selected measure.
CBW	Capacity Building Week(s)
Cluster	Thematic based group of cities (Local Affiliates) lead by an Ambassador City and a Technical Support Partner.
D	Deliverable(s)
DP	Deployment Plan. Each Local Affiliate will create a Deployment Plan, which outlines an action plan to rapidly and effectively implement the innovations they have explored in FastTrack. Plans will articulate the actions they will take, alongside a timescale, who will be responsible for these actions, funding sources, and any additional detail needed to make plans easily monitorable and actionable.
Exchange Hub Platform	The Exchange Hub is the main online exchange and communication interface with the project partners as well as the community of Local Affiliates. It combines the functionalities learning – storing – discussing - finding and allows the Innovation Community to stay in touch regularly.
FUA	Functional Urban Area
Horizontal Skills Streams	The horizontal skill streams cover the transversal themes each Cluster will work on. They encompass: Funding, financing and procurement; digitalisation and (big)-data management; governance, planning, co-creation and behavioural change.
ID	Innovation Diary. The innovation diaries are the cities' capacity building road map. After each Capacity Building Week it captures the outcomes and feedback of the capacity building week, as well as the milestones and objectives for the subsequent learning sequence as well as internal objectives for each local authority.
KPI	Key Performance Indicator(s)
LA	Local Affiliate
Leader Affiliate	A relative leader or Ambassador Local Affiliate in a specific topic, but still with room to benefit from further advice and enhancement through FastTrack, ready to enter into a rapid stage of implementation during FastTrack.
LS	Learning Sequence(s). FastTrack Programme of Work is divided into five Learning Sequences of 4-5 months each.
NAS	Needs Assessment Survey
PC	Project Coordinator
PO	Project Officer
PPP	Public-Private Partnership
Sharer Affiliate	"Capacity conscious" city/ regions who can share knowledge, like Leader affiliates, but also have learning needs about the topic, alongside the Starter affiliates.
Starter Affiliate	City/ regions facing a rapid transition curve and ready to interact and learn from the challenges and experiences and proven knowledge of the Leader and Sharer affiliates, perhaps located in countries lagging behind in the deployment of urban mobility innovations and committing to practical ways to accelerate deployment in their own contexts, spread this to peers in their own countries.
TSP	Technical Support Partner(s)
WP	Work Package
WPL	Work Package Leader

1 Foreword

The FastTrack project has been a true co-creation effort. The recommendations presented here have been formulated due to this process and with the contribution of all 24 participating cities and the project partners.

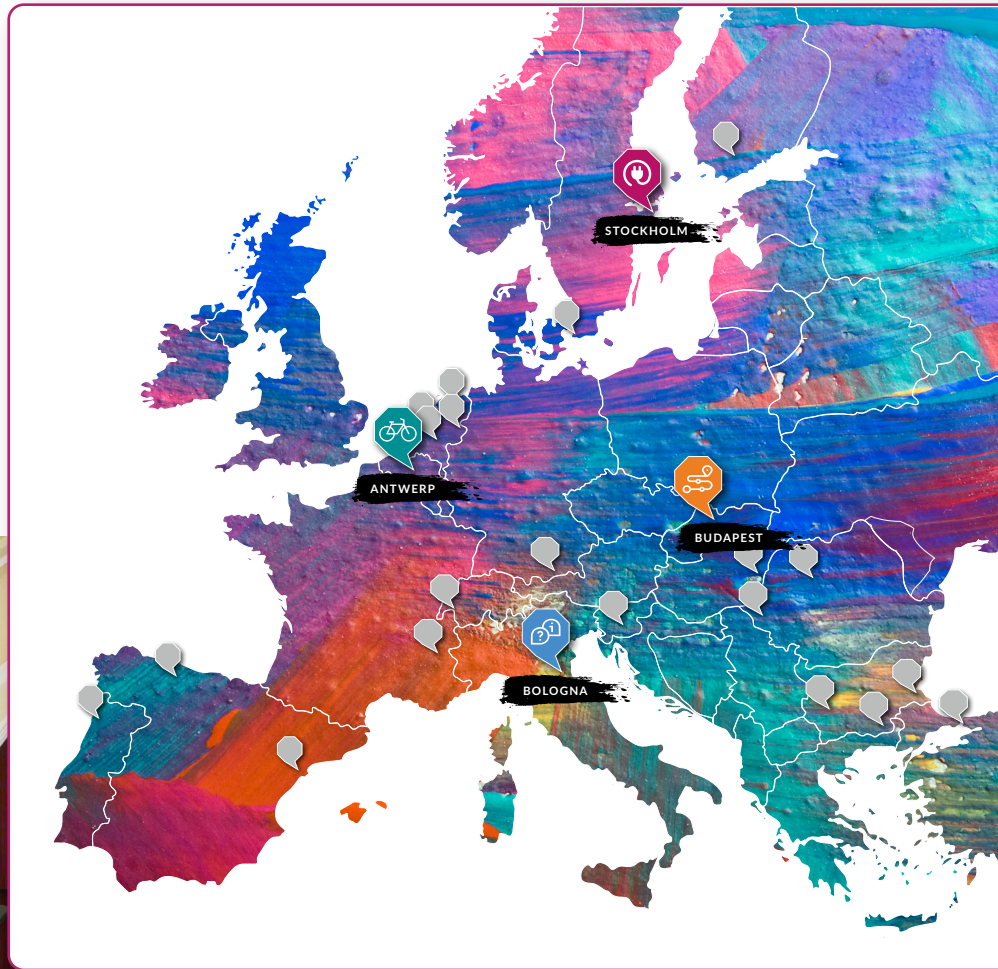


Image: Anna Westervelt / ICLEI



2 Introduction

FastTrack has been an ambitious initiative that has aimed to facilitate an active dialogue between city representatives on sustainable mobility innovation. The project created numerous opportunities for cities' representatives to meet, discuss, exchange ideas, practices, and knowledge about mobility innovation.

Sustainable mobility innovation¹ in all its forms, including technological innovation, has become a crucial driver of growth, and increased social well-being in all European cities. Sustainable mobility innovation is not only based on the creation or usage of new technology, but even more important, it includes the diffusion and use of an array of mobility products, processes, and practices that are new in a certain city context. Aiming at creating a climate in which sustainable mobility innovative initiatives can multiply and flourish, FastTrack has addressed since its start the core aspects of innovation in urban mobility policy. The mobility innovation, as addressed in FastTrack, touched diverse areas as education and training, skills development, research, business environment, data management and others. Adopting this comprehensive perspective, this set of recommendations offers an incentive to break the walls of any silos that might prevent cities to work in a collaborative, integrated and just manner.

All European cities have invested in sustainable mobility and achieved a lot in the recent years, some quicker than others; this is as a direct result of their own path of evolution² and a process of change. To be prepared for the future, cities need to understand their past. Cities also need to understand and adapt to the major trends observed, from demographic changes to new technologies and operational models. Moreover, they need to face multiple sudden changes caused by the actions happening elsewhere in the world; the COVID-19 pandemic being only an example. All of these require that local and regional governance is also dynamic to allow for any changes needed.

One of the main observations from FastTrack and from similar projects is that governance at the local level is not always adapted to facilitate the change. The dynamic development of a city and the change process could be hindered by the lack of functional relations between different sectors, departments, and stakeholders at the local and regional level. It was observed that cities that are developing in a more accelerated way have a better ability to create partnerships, to become facilitators or “bridge-makers” between different areas of policies at the local and regional level. Of course, the dynamic governance is rooted in a city's capability to foster continuous learning and change. This approach could be a major booster for the development of local strategies; rather than being developed in isolation, they could bring together all those that need to contribute to the integrated sustainable development at the local level. This approach not only that will require a new governance model, but also it will require a new approach in budgeting and use of the local resources.

As this is easier said than done, FastTrack's set of recommendations aims to prepare cities to develop an integrated approach when developing innovative mobility solutions with immediate results in achieving the desired impacts and outcomes sooner. This “alphabet” of recommendations is just a start; cities need to develop this alphabet, adding more recommendations based on their own context, their own situations, and their own expectations.

Let's all try to collaborate to achieve faster a city that it is worth living in.

Enjoy the journey of discovery and change,

The authors

¹ Cirera, X.; Frias, J.; Hill, J.; Li, Y. *A Practitioner's Guide to Innovation Policy*; World Bank, Washington, DC, 2020

² Pickup, L.; et al *CREATE Guidelines: Pathways to Tackling Congestion and Reducing Levels of Car Use in European Cities*; H2020, MG-5.3-2014

3 The FastTrack Journey

The CIVITAS FastTrack project has worked with and helped local authorities in 24 urban and peri-urban areas to accelerate the roll-out of sustainable mobility innovations through knowledge exchange and capacity building.

FastTrack's goal was to build capacity for the twenty-four local cities that signed up for the project, twenty of which are known as "Local Affiliates," and four of which function as formal FastTrack project partners "Ambassadors".

This work revolved around four topical clusters led by an Ambassador City. Throughout its learning programme – featuring a bottom-up needs assessment, e-learning opportunities, and Capacity Building Weeks – FastTrack brought its community of city representatives together with experts and solution providers to overcome the barriers to innovation deployment. By the end of the project, each of the 24 FastTrack cities, have developed sustainable mobility "Innovation Deployment Plans" to ensure that those innovations they have identified and planned are implemented smoothly and quickly.

The project has been organised into four distinct stages that will assist project members and participating cities in achieving their goals:

1. **Understanding the needs of cities** - From the beginning of the project, a team of project partners worked to understand the needs and interests of the cities that signed up for the initiative. This activity allowed the project partners to learn about the cities' genuine interests, their preferences for acquiring knowledge from the project, and their local obstacles and barriers to implementing creative solutions. This helped to establish the structure of the first learning week and solidify the first knowledge of the city innovation profile, as called the "City Fingerprint."
2. **Tailoring a learning programme on cities' expectations** - allowed the project to develop a series of events that were focused on targeted discussions with the representatives of the cities to deepen the actual barriers and challenges. The project and the cities have explored the best options for each of the cities as well as approaches to address the reported issues and perceived hurdles to growth using a variety of methods, including interviews and brainstorming sessions.
3. **Co-creating the chosen innovation** - project organised a series of activities to create the blueprint for the desired innovation or solution selected by the cities. The work done by cities during the learning weeks was based on a specific approach offered by the project tailored in such way to deliver the most insightful and motivating knowledge to the participating cities. The significant outcome of these activities is that cities are forming new concepts, ideas, and innovations with the assistance of partners, outside reviewers, suppliers, and other city partners. Cities' exposure to other cities' experiences—positive or negative—has been included as one of their interests in the project. This allows them to understand their own circumstances and draw inspiration from their peers.
4. **Deploying the desired innovation/solution selected** - the co-creation activities assisted the cities in articulating a plan for the innovation/solution they would like to deploy at the local level. This plan, referred to by the project as a "deployment plan", served to assist city representatives in considering how they may quicken the standard process of deploying a mobility solution. In this regard, cities have been given advice on a set of fundamental inquiries that enabled them to specify the plan in terms of input, output, outcome, and available resources.

The learning programme was interactive, combining different type of activities, different formats, and different venues. From webinars using interactive working forms such as Mural and Miro to workshops hosted by Ambassador Cities, all city representatives have been very active in sharing and collecting insights from their peers. Moreover, the project organised dedicated sessions to certain topics of interest to cities, such as:

- ✦ funding, financing, and procurement;
- ✦ digitalisation and (big) data management;
- ✦ governance, planning, co-creation, and
- ✦ behavioural change.

Study visits in Ambassador Cities where local technicians presented their projects were highly appreciated by the city representatives. All these forms of interactions allowed the project to collect and formulate this set of recommendations. All project partners contributed to elaborate these recommendations that have been presented in the project's final event in Budapest (Hungary) in May 2023.

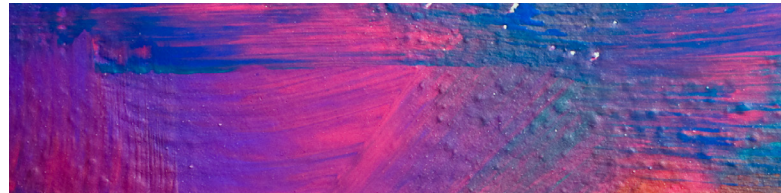
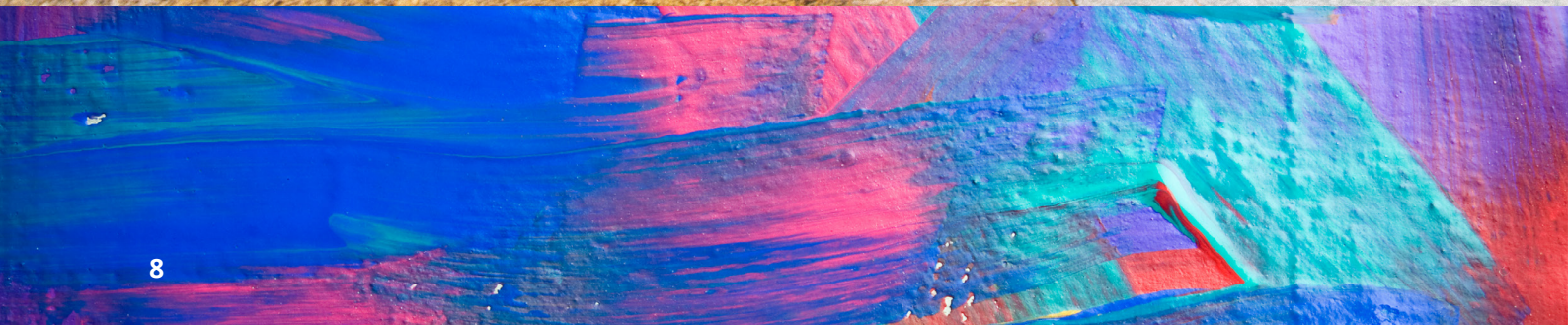


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4 FastTrack Final Recommendations for the Acceleration of Mobility Innovations

“The electric light did not come from the continuous improvement of candles.”

OREN HARARI

The quote above encompasses perhaps the quintessence of the FastTrack project and the core of the project’s goal. The idea that innovations must be born, accelerated and implemented was fuelled by the co-creation process that led to creating concrete plans for implementing mobility innovations for the 24 cities and regions involved in the project.

The recommendations below are meant to answer to one question – “How do we accelerate mobility innovations implementation?”. What’s needed to reach this goal? As mentioned, this is based on the entire co-creation process that took place within the FastTrack project.

The FastTrack recommendations for accelerating the implementation of the sustainable mobility innovation are:

Advocate For Change

City authorities should not only implement policies, but also inspire action and collaboration among citizens, businesses, and organisations. They must raise awareness, mobilise resources, and support initiatives that benefit their communities.

Build A Strong, Multi-disciplinary Team

City authorities will need a talented ‘innovation team’ – the right mix of planners, technicians and communicators to design and implement sustainable mobility strategies.

Create A Fertile Environment for Innovation

City authorities need to invest in actions and partnerships that facilitates the development of new, innovative ideas, processes, and solutions.

Develop Expertise in Mixing Funding Sources

Cities have access to many sources of funds, and they need to develop an expertise to successfully attract funds for the projects envisaged in their local strategy. This is done by understanding the funding sources, their conditions, and the complementarity between different programmes.

Express Your Thoughts Clearly

City authorities should put communication at the core of their actions. By meaningfully communicating with the end users, stakeholders, partners and mobility solutions providers, they will gain their confidence and support in the city’s projects and actions.

Focus To Reach the Vision

City authorities need to clearly define their vision on short medium and long term for sustainable mobility. The vision should be embedded and integrated in the local development strategy. It is also important that cities set up a functional road map for reaching the vision.

Generate A Platform for Sharing and Using Data

City authorities should facilitate the access to open data as it can enhance the understanding of mobility innovations and enable the pooling of data from multiple sources towards extending key discoveries beyond those derivable from any single source.

Harvest Political Interest and Support

Cities should aim to use political support in any stage of the sustainable urban mobility solutions. Politicians are ambassadors and supporters for the mobility solutions developed by city authorities.

4.1 Advocate for Change

To facilitate an accelerated rhythm of sustainable mobility innovation there is a need of willingness and agreement from those that are involved in implementing the innovation. Sometimes there is the need for defining a new approach and a new pathway for its implementation. This requires a new change process to be put in place. In this situation, city authorities should initiate and facilitate this process by listening to all the stakeholders and act as an advocate for the change. However, this is not an easy endeavour, as it requires sometimes an internal change in the structure and the way a city authority operates.

This change is facilitated by different conditions happening at the same time, but especially if the mind-sets of those that are taking decisions and of the professionals are aligned. The impact of this

alignment will be higher if the recipients of the sustainable mobility innovation will accept the change and will embrace the new principles. Basically, the city authorities' representatives should invest time in listening to everybody that has an interest in mobility, either as a provider or user. By actively listening to everybody, city authorities will have the possibility to understand the characteristics of the change and the parameters that need to be prioritised in the change. The role of the city authorities therefore changes from regulators to facilitators of ideas' exchange to advocates for change.

This role requires to be able to understand the core values of everybody that will actively contribute to the change process or will benefit from this change. The city authorities should nurture the dialogue between all actors involved in the change and they



Image: Canva

should ensure that everybody has a podium to express freely their views and wishes. Moreover, they need to encourage that the representatives of all generations have a saying, and they could freely express their views. The change could take different forms, from a new procedure or regulation to the adoption of a new technology. Advocating for change requires - from a city authority's perspective - an active interest for anything that it is new and a very good capacity to assess what could be adopted at local level.

Advocating for change can be a complex endeavour and it might often feel like a frustrating job to do. This may be mainly because people are naturally resistant to change as most prefer to stay on a steady, predictable course—even when the change in question offers a significant potential upside. City authorities looking to persuade stakeholders or target groups that change is necessary and beneficial, need to prepare for the reality ahead. In certain parts of Europe, traditionally, this is not an easy job; people do not have the experience or the interest to actively contribute to the dialogue. This is a result of years of lack of communication, respect, and trust in public authorities. Equally, some city authorities do not have enough capacity (funds, enough skilled staff) to initiate and develop a constructive dialogue with stakeholders and citizens. In time, this situation developed a sort of fear of city authorities' representatives to discuss with stakeholders.

The role of the advocate for change is complex and it could take different forms, depending on the stage in the change implementation. It also could be performed either by a politician or a technician within the city administration. The important aspect is that city authorities should identify and nurture those elements that could always contribute to keeping them relevant and at the core of the continuous change to achieve high level goals of sustainability.

Quick tips:

- ✧ *Nurture curiosity and thirst for knowledge in every member of the city authority staff; any of them could become your next change ambassador.*
- ✧ *Develop a network of stakeholders that will actively contributing to the constructive dialogue and interest to develop innovative solutions.*
- ✧ *Listen, listen, listen - invest in mechanisms and tools that allows to collect all the views, needs and expectations of all those with interest in sustainable mobility.*
- ✧ *Invest in initiatives that allows a dialogue and exchange with peers from other European countries as this will provide valuable insights that could be adopted at local level.*

Examples from FastTrack cities:

Budapest (Hungary) participated in a broad range of European research and innovation projects together with other cities, consultancies and universities and developed mobility innovation in this way.

Hengelo (The Netherlands) partners with the neighbouring city (Enschede) with the intention to jointly work on enhanced mobility solutions.

In **Riga (Latvia)** there is an emerging trend of continuous public-private partnership (PPP), which usually arises due to necessity of sharing expertise knowledge and skills and the factor of funding for initiatives provided more commonly, if there is a multi-institutional partnership. Thus, it provides basis for easier cooperation with NGOs, yet the context of understanding the specific needs, achieving a constant dialogue, agreeing on common rules and regulations, and introducing additional requirements in their operations is a significant challenge, which calls for additional capacity in public sector planning processes.

4.2 Build a Strong, Multidisciplinary Team

A multidisciplinary team approach brings professionals with different skills and expertise together to solve complex sustainability issues. By bringing a wide variety of team members together, city authorities can broaden the conversation, solve problems and fast track innovation implementation.

The multidisciplinary team could use the individual expertise to first understand the given problem, and then come together – bringing their own discipline-specific training – to formulate a solution. City authorities need to introduce and promote a solid urban mobility innovation framework, which will gradually become part of the normal, day-to-day business. But, to reach this point, they will have to go through a challenging transformation phase, which is expected to have a significant impact. This requires a talented ‘innovation team’ – the right mix of planners, technicians, and communicators – to lead this fundamental change and operate at the core of the ‘innovation machine’; to introduce the new culture, inspire teams, and drive innovation by example.

Teams are usually formed by planners and technical experts. However, when thinking about matters of innovation in sustainable mobility, policymakers with expertise in making policy for citizens, working

alongside mobility services providers and user researchers with expertise in hearing the voice of people that use policies and services, might be the recipe for success.

There are many benefits to having a multidisciplinary team, which can lead to accelerating innovation implementation. For example, the members of an effective multidisciplinary team respect one another and the skills and knowledge they bring to the team. When people respect each other, they build trust, which fosters effective cooperation and collaboration. When team members work well together, the whole team functions better. This helps city authorities earn more diverse knowledge, greater cooperation and ultimately collaboration can help multidisciplinary teams work even more efficiently than single-discipline teams. This means also looking for collaborations with other departments within the municipality. When challenges occur, they have a network of people with information ready to solve the issue. Multidisciplinary teams can often rely on the knowledge of their members, rather than spending time researching solutions. It is also important to point out that sometimes, city authority teams working only within their department can become



Image: Canva

stagnant as their shared expertise limits their knowledge and thinking. Collaborating with others with different expertise means having more diverse ideas and perspectives, so this way it is more likely to move projects and ideas forward. These teams may give projects a competitive advantage as they can deliver better, more innovative solutions.

The first step in facilitating a multidisciplinary team project is to define the project scope and objectives clearly and concisely. This will help you align the team members on the purpose, scope, deliverables, and expectations of the project. The next step is to establish the team roles and responsibilities for each team member. This will help you distribute the workload, avoid duplication or overlap, and clarify the accountability and authority of each team member. Another important step is to create a communication and collaboration plan for the multidisciplinary team project. This will help you ensure the team members communicate and collaborate effectively and efficiently throughout the project.

However, when working with a multidisciplinary team it's also important that the city authorities learn how to be "bridge builders". Bridge builders help establish relationships, improve communication, and build trust between conflicting people and groups. The role of the city authorities within the team is to inspire, be mentors; share their experience and build bridges of encouragement and hope for others to cross.

Lastly, an important aspect in any type of teamwork, is the accountability and commitment. Accountability in teams can lead to greater productivity, improved communication, and smoother operations within the project. This is especially true when it comes to forming a team and collaborating with other departments within the municipality. It fosters better work relationships and helps teams work more effectively together. Team accountability is important because it is a driving factor in team success. It is shared and goes beyond one's own tasks. Fostering a culture of accountability also increases efficiency and boosts productivity.

Quick tips:

- ✦ *Assess the projects that will be implemented in a city on medium and long term; is there a need only for technicians or specialists in the field of the respective project?*
- ✦ *Learn how to share a project with other colleagues from other departments; they may have a saying and they can provide a different perspective to the project that it may be missed out.*
- ✦ *Invest in communication skills; a project needs to be communicated since the ideation phase through the implementation phase - this will allow for its awareness and acceptance from everybody.*

Examples from FastTrack cities:

Antwerp (Belgium) has great experience in sustainable mobility, working on this topic as an multidisciplinary team and in close cooperation with the private sector. For example, for the "**Smart Ways to Antwerp**" project they have formed a multidisciplinary team of communication experts, umbrella organisations for the private sector, representatives for the end-users, the public transport department, and various departments within the municipality. Their intelligence and vision in investing a multidisciplinary team, allowed them to develop and implement this complex project. Moreover, this approach allowed them to include since the beginning the views and expectations of the end users, building their projects based on these.

Belgrade - like a lot of other cities - faces the challenge that 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 having worked in the field for many years.

4.3 Create a Fertile Environment for Innovation

Innovation needs a good atmosphere in which to develop. It is a cultural characteristic and must be encouraged and nurtured by city authorities. However, this does not come by simply flipping a switch. City authorities need to establish an environment that encourages people to think in unusual and creative ways.

The cultural environment in a city authority can have a significant impact on whether innovation can grow and moreover, governments have an impact on a region's ability to innovate, too. The slightest fluctuation in the environment can drastically alter the ability to foster innovation. To overcome such uncertainty, creativity and adaptivity are necessary. City authorities need to understand that sustaining innovation is about creating the future or anticipating what lies ahead—it's not about chasing the next big thing. This simple shift in perspective is what will separate incremental from breakthrough

innovation in mobility projects. Problem-solving can yield the highest impact opportunities because it addresses the untapped needs of the stakeholders. To this end, cities need to build capacity to create partnerships as this allows them to create a fertile environment, given that capacity is at the core of building a multidisciplinary team that works well. This also means embracing an integrated strategic ecosystem that involves the broader community to make collaborative problem-solving as sustainable as possible.

But it's not just about the outer environment. City authorities must have an innovation mindset that is also able to deal with a certain amount of cognitive messiness and learn to be comfortable with uncertainty and ambiguity. To present a problem for which they don't know the answer to and to be prepared to go down rabbit holes to find out. To create a fertile environment for innovations,



Image: Canva

city authorities need to be fuelled by curiosity and ready to be wrong. Thomas Edison once said: “I have not failed. I’ve just found 10,000 ways that won’t work.” City authorities can learn from failures, but first they must give up predictability and create an environment where new ideas can be generated.

A cultural shift won’t happen overnight. A city authority may not be able to remodel or influence the innovation environment straight away. A starting point could be understanding the city’s values and cultural context. This requires time, but this approach might grow into something that is feasible and exploitable down the line. No two ideas are equal, and therefore, each one will have its own process for development, method for evaluation and timeline for implementation. City authorities should invest in understanding what are the elements that make their projects successful; this will help to develop a fertile environment for their innovative projects.

Examples from FastTrack cities:

Gdynia (Poland) works with street-experiments. 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.

Kadikoy (Turkey) 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

Quick tips:

- ★ *Implement agile approaches - execute a flexible project plan based on developing small portions of a project at a time.*
- ★ *Take stock - carefully think analyse ideas and consult the others before deciding what to do next.*
- ★ *Test and validate - verify whether the specific requirements to test development stages are fulfilled or not, based on solid evidence.*
- ★ *Stay focused - assess, ponder, dissect, memorise, and connect the project to your existing knowledge.*
- ★ *Focus on outcomes - prove to stakeholders that what they are doing is working.*

in accessibility – the robot is the same size as a wheelchair, so therefore anywhere the robot cannot access, a wheelchair would struggle too.

The **Braga (Portugal)** 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.

4.4 Develop Expertise in Mixing Funding Sources

The capacity of a city to secure appropriate funds³ for developing and implementing sustainable projects is extremely important. This is an essential activity for a city authority, and it requires a thorough understanding of the budget needed for these projects, but also knowledge of possible funding sources. The financing capacity (the capacity to ensure the adequate funds for the projects) is very important as it combines the understanding of the sources of funding with adequate planning in time and on specific projects of the funds. Therefore, an ambitious, but coherent vision in terms of sustainability makes possible the identification of funding sources and to better plan the funds for the desired projects. Usually, a city authority has several sources for funding, that could be easily distinguished from the sources they originate - local taxes, central budgets, incomes and credits.

Cities usually have many opportunities also to apply to different international funds, either through different EU funding programmes and schemes, such as: Structural and Investment funds, Urban Innovative Actions, Urbact, Horizon Europe, InvestEU Fund, EIC etc. Moreover, different donor agencies such as EBRD, EIB etc have created different supporting financial mechanisms that are usually aligned with EC strategies, and they address strategic needs expressed by local and national authorities. A city authority could consider many ways to fund projects for their transport system. The major difficulty faced by cities in the past is to prioritise the funds for different projects. The integrated planning, the

³ Cristea, L.; Marin, M.; Stoica, T.; Morfoulaki, M.; Chatziathanasiou, M.; Constantinidou, N.-M. FastTrack D4.1: "Fast Track Innovation and Knowledge Strategy"; EIP, CERTH, 2022

Image: Canva



capacity to link the city's vision characteristics with concrete projects, facilitated the funds' identification for planning.

The capacity of a city to secure funds won't suffice if a city doesn't have good finance practice and capacity to manage projects. Basically, it is not enough to ensure funds; it is essential to ensure a healthy financing system throughout the project's life. This is very difficult to obtain in periods where a city faces different challenges (such as the 2008 financial crisis or COVID-19 pandemic to name only a few). Therefore, cities having good financial capacity could face any waves of shocks more easily than others. This combined capacity allows a city to face disruptions either provoked by local/regional conditions, but also ripples from major crises happening elsewhere.

Cities that have a coherent vision and planning strategy usually have quicker access to different sources for funding; the acceptance of their proposed projects by local/regional/central governments or investors or donor banks etc. This ability together with the skills of the staff in funding and financing accelerate the speed of acceptance of funds, but also it contributes very much to the city competitiveness (economic impact, but also improved quality of liveability as an indirect impact).

Examples from FastTrack cities:

In **Brno (Czech Republic)**, 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.

Brasov (Romania) is primarily using European Structural Funding for the implementation of measures promoting sustainable mobility, e.g. the development of cycling infrastructure including the initial investments into their bike sharing scheme which will on the long run be funded via revenues from the users.

Quick tips:

- ✦ *Invest time and resources in creating a team that will learn how to identify diverse sources of funding; ensure that this team has access to all the relevant information regarding the local vision and its operational strategy to be able to better identify sources for funding for the city's goals.*
- ✦ *Ensure that city follows different programmes and initiatives at local, national, European, and international levels. This will allow the responsible parties within the city administration to take immediate action in accessing different funds.*
- ✦ *Some of the funding programmes could be shaped based on cities' needs; facilitate the access of the city representatives in different events or networks that act as facilitators of cities' messages to funding agencies.*

Malmö (Sweden) 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". 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.

4.5 Express Your Thoughts Clearly

One of the most important aspects when taking steps for accelerating mobility innovations is the stakeholders' relationship and how communicating plans, goals and initiatives is done.

Accelerating mobility innovations implementation can be positively influenced by effective communication. Not only that it is a key contributor to a project's success, but it can make or break the ongoing relationships with stakeholders. To this end, communication should be given a fundamental value from the very start. Meaningful consultation that involves ongoing two-way communication increases understanding, clarifies the community's preferences and values, and allows city authorities to understand how both the stakeholders and the public's views could and should influence mobility decisions. However, this can be often more easily said than done. Not understanding how to set up the engagement process so it effectively communicates the city authorities' intentions, having the wrong person leading communication or, in many cases having stakeholder groups involving multiple representatives that change over time are all common potential factors that could negatively impact the communication process.

It is important to use clear and concise language to ensure that the message is getting across effectively to stakeholders and target groups. Using terminologies that may seem too technical or difficult to understand can cause them to feel excluded or confused, as the language gets lost in translation.

Effective communication paired with solid stakeholder engagement ensures the understanding of the "wants" and "desires" of the stakeholders and target groups. Knowing this can help modify the communication strategy to deliver greater impact and gain more valuable insights. To this end, the type of communication preferred by stakeholders also needs to be recognised. Face-to-face conversation, email, phone, and online meetings are all different examples of communication so understanding what different stakeholder groups prefer will also influence your strategy.

Most importantly, city authorities should actively listen to the concerns of stakeholder groups and respect their shared values, keeping a careful record of all aspects of stakeholder communications that occur over time. This includes meetings, phone calls, emails, and commitments made.



Misunderstandings and delays can be prevented if you can easily demonstrate the history of all aspects of communication with your stakeholders – which is especially challenging with multi-year projects where representatives change over time.

Effective and meaningful citizens communication is a key aspect for the complex processes of accelerating innovation implementation. Interactions between local governments, other institutional actors, business organizations, NGOs and advocacy groups, as well as the general public, are the basis for effective involvement. Communicating with citizens serves to “take the pulse” about mobility issues and, at the same time, to promote the citizens’ direct access to the decision-making process on mobility issues. Citizens acceptance is also an important factor for the acceleration of mobility innovations and to this end it’s important to have a clear idea of how to communicate.

The most important thing to remember is that the whole point of good communication with stakeholders is that you don’t have to do everything by yourself. City authorities should work together with stakeholders and target groups to co-design and co-create using everyone’s skills, assets, networks, and knowledge. This process also improves the quality of decision-making and gives stakeholders a sense of ownership over decisions and measures, which will make them easier to accept and therefore, accelerate the innovation implementation process.

Examples from FastTrack cities:

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, Czech Republic)**

Quick tips:

- ★ *Identify and align measurable objectives with communications.*
- ★ *Use the data you already have to discover which engagement strategies worked for citizens and if their input could help you.*
- ★ *Make information easily accessible.*
- ★ *Before asking for input, know how you’ll use it.*
- ★ *Make sure all can engage. More community members involved in local governance strengthen it. A fair and inclusive government must include all voices.*

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, The Netherlands)**

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

The regional development agency of **Ljubljana Urban Region** aims to allocate and implement an appealing long-term regional sustainable mobility branding alongside concrete measures, e.g., their regional e-bike sharing scheme.

4.6 Focus to Reach the Vision

One often hears that to reach a goal or a vision there is the need for focus. But what does that really mean? Focus is about aligning people and resources to support priorities and make the vision a reality. Too often when city authorities think about what they want to do, it seems that their own negativity could hold them back. By this, it means that the fear of failure or that certain challenges are too big to overcome can distract them from what they need to accomplish. Therefore, it is very important that city authorities do not focus on what they want to accomplish from afar. By adopting this mindset now, city authorities can push all that self-doubt and fear of challenges aside and allow answers to become the building blocks to accomplish the vision.

For city authorities sometimes it is easier to think, discover and define an idea by starting with the expected result. The better they “see” the end result in terms of quantitative and qualitative features, the clearer and shorter will be the path to make it happen. Therefore, city authorities need to align on goals and strategies and have crystal clear priorities. It is also important to set up a functional road map for reaching the vision. Set up milestones that will eventually get you to your destination. Plan out the

steps necessary to reach the vision and celebrate reaching those milestones. Milestones will help navigate the path and check the progress, which will make the reaching the vision feel easier to achieve.

To this end, what works best is a co-creation approach, involving the stakeholders in the development process and sharing their visions, new ideas, skills, knowledge, and resources. Co-creation opens your innovation process up to a wide range of voices that would normally never be involved and these can be a wide range of players, each bringing something special to the table. When applying value co-creation to manage innovation, the engagement of individual actors over time is key. Stakeholder interactions increase reach, develop inter-organisational trust and help understand how to best uncover the needs and expectations of all parties as well as how to balance these via optimal solutions.

However, it’s not just the stakeholders that need to be included in a co-creation approach and that can help city authorities reach their vision. They also need the support and input of communities. Understanding their needs and wants is imperative for a successful innovation, an innovation that can



truly provide a solution to their problem and make their lives easier. Knowing that you are listening and addressing their needs and wants makes communities feel appreciated and creates a stronger relationship. Innovations are done “with” the community, not “to” or “for” the community. The sooner city authorities get people involved and the more they can see their DNA on the outcomes, the more likely they will be part of the solution. Innovation happens at the cross-section of diverse perspectives, and you need diversity to make that happen. Diversity includes all groups in the community based on nationality, ethnicity, age, gender, religion, physical and learning ability, political view, employment status, leadership levels and class status, socio-economic status, profession, industry, and sector.

Co-creation for reaching a vision also means sharing your progress. This massively increases the chance of actually reaching the vision. It is a known fact that social accountability plays a crucial role in how likely city authorities are to achieve their objective. Whether it’s wanting to build the perception of being trustworthy or avoiding the loss of trustworthiness you have already built up, the end result is the same; incentive to stick to your goals and do what you say you will do.

Examples from FastTrack cities:

Krusevac (Serbia) 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. 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

Quick tips:

- ★ *Share quickly and share often - all matters of the project need to be shared with the team as often as possible and with consistency. This type of communication builds trust and incentivises city authorities to stick to an established timeline.*
- ★ *Make the progress visual - let people “see” the progress being made*
- ★ *Build strong relationships with active, ongoing communication – stakeholders, other departments and the community are potential advocates and ambassadors. They are the reason your project exists. Building high-integrity relationships via active, ongoing, transparent communication is a great way to keep them all engaged, involved and included on ideas, challenges and growth.*
- ★ *Develop a dashboard with key indicators - provide a forum for discussion and feedback, being transparent on the achievements and gaps in performance.*

have influenced decision makers over this time, and it is now possible to build on this success.

Braga (Portugal) 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. It was important to show 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.”

4.7 Generate a Platform for Sharing and Using Data

Data sharing can enhance the understanding of mobility innovations and enable the pooling of data from multiple sources towards extending key discoveries beyond those derivable from any single source.

The arguments for data sharing are centred on fulfilling obligations to the end-users best interest, minimising safety risks, and honouring the nature of research as a public good. This also improves the accuracy of research, informing risk/benefit analysis, strengthening collaborations, and in some cases perhaps even restoring trust in city authorities who do not have a good and long-lasting relationship with stakeholders or citizens.

To this end, it is important for city authorities to facilitate access to open data. But what exactly does that mean? Data is considered open if it meets three key criteria - accessibility and access; reuse and redistribution and availability for all. The public sector is mandated to share much of its data, either through regulations or because it is essential to democratic government and oversight. This is shared as open data, through channels such as websites, portals and apps. However, it is

equally important for private entities to share data especially with city authorities especially when it comes to mobility innovation.

Cities face several challenges to create cost effective smart cities. They need to become more efficient operationally, improve their sustainability and above all provide the services and experiences that their increasingly tech-savvy citizens demand. Open data is vital to meet all of these needs. It is the fuel for smart city projects, with data sharing at the heart of new applications such as smart parking (showing where spaces are available); real-time traffic monitoring; performance monitoring in areas such as crime prevention and response times to emergencies; sharing building energy management to show progress against environmental targets and to maximise efficiency or measuring air quality data to provide key insights that enable municipalities to plan improvements.

Given all these, the answer of what does it means to be a facilitator of open data boils down to a single thing - partnerships. Organisations, regardless of their type, are used to working in silos, and keeping their data within their own team. Therefore, many



departments, and entire organisations, may be risk-averse and worry that the data they share will be misused or misinterpreted. They may be worried that it opens them up to potential criticism in the case of public bodies. However, the benefits outweigh these risks – and in many cases openness is now mandated by regulations. Changing this approach requires changing organisations culture. Successful open data programs require everyone in the organisation to understand the value and importance of data and be committed to sharing it. This means organisations need to create a data culture, which spans all departments. The expansion of open data, combined with advances in big data analytics, is freeing information that was once trapped inside the dusty pages of overlooked reports, enabling improved decision making, new product and service offerings, and greater accountability. When you build and support a good partnership, your work is made not only easier but also more transparent, representative of community interests and needs, effective, and impactful.

There are various ways to support partnerships. Often these are formed through existing relationships held by city authorities or by someone in their extended network. It is important to reflect on potential candidates that you or a relevant stakeholder (i.e. existing partners, colleagues, government organisations, funders) might already know.

A cultural shift has already begun as leaders in industry, academia, and regulatory agencies recognise the value in increased transparency and data sharing and are focusing on how—instead of why—data should be shared. The transparency of the process for implementing mobility innovations, including sharing the data and analysis, allows the pool of stakeholders or target groups to understand and validate the conclusions. In the modern society, it is not any longer the case that innovation is achieved in isolation by the city authorities. Collaboration is a critical piece of innovation progress, and increasingly includes multiple disciplines and skills. Sharing data

Quick tips:

- ★ Discuss, precisely define and jointly decide on the roles and functions of each partner;
- ★ Reflect on roles and functions regularly;
- ★ Clarify the obligations, responsibilities and restrictions on capacity of each partnership;
- ★ Balance interests and contributions carefully;
- ★ Make best use of the strengths of partners;
- ★ Establish a strong management structure.

openly allows researchers, experts and policymakers in fields outside yours to find your data and foster new collaborations across fields.

Examples from FastTrack cities:

In **Debrecen (Hungary)** 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, prioritising fixing of potholes, etc.).

Lviv (Ukraine) started working on a data-driven governance model in the framework of FastTrack.

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

4.8 Harvest Political Interest and Support

Urban mobility is closely connected with other policies such as those on the environment, road safety, health, spatial planning and energy. Such policies are often elaborated at the local, regional and national levels. Many European cities, therefore, need enabling support from higher levels of government, particularly in the areas of governance, legislation, and funding.

While urban mobility planning is mostly a local competence, cities cannot achieve the ambitious goals of sustainable urban mobility alone. At the same time, national and regional levels of government also have much to gain from effective mobility innovations implementation, as the local level improvements also contribute to the achievement of regional and national goals. Urban mobility is closely bound by sectoral policies at other governance levels, but such policies are often developed by a wide range of political and institutional actors both at the local as well as the regional, national or even the European

level. Unless coordinated, such policies are compiled in diverse planning documents, reflecting differences in governance and legal frameworks, elaboration processes and specific objectives. The inherent risk of inconsistency and redundancy among planning approaches and outcomes needs to be addressed. The creation of a national or regional strategy for mobility can encompass the establishment of clearly-defined priorities for mobility solutions, including innovative technologies. These clearly-stated priorities provide the private sector and local authorities with a clear and stable signal that may facilitate long-term investments.

Political support matters for several reasons - it can help increase visibility and credibility and it can also help financially. But how can city authorities actually harvest and secure the support? The first step is to start building a relationship (if there isn't one already) with the political figure that can help support and accelerate the implementation of the



mobility innovation. One may be able to reach out to them directly to start developing your rapport through ongoing communication. To secure support, city authorities will want to make a strong case for why the issue or project needs political involvement and support and why it would be beneficial for all parties involved, including the end users. Highlighting the team's experience, qualifications, and accomplishments as well as the vision and concrete plans for achieving clear goals will boost success chances.

However, even when relevant political players are convinced, a further crucial step has to be taken on the path to actual implementation. Implementing innovative mobility solutions often has to overcome strong opposition – typically due to the existence of vested interests that may lose from it or to the uncertainty on the identity of the winners and losers. This opposition is channelled to the political, social, and economic arena differently, depending on some characteristics that are specific to each country (including for instance the system of political representation).

While it is not advised to harvest political support for the sole reason of gauging perspectives, engaging early in the project, it offers the opportunity to understand concerns from the outset and an opportunity to address any concerns. It also offers a greater possibility for acceptance and involvement from other high influence stakeholders. It is also important to note that harvesting political support early on will help to build positive relationships. When there is more trust and transparency, politicians are more likely to offer their support for the long term.

Examples from FastTrack cities:

In **Murcia (Spain)**, 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

Quick tips:

- ★ *Recognise and understand the broad range who are the important players that can boost your project by offering their political support and with whom do they communicate with.*
- ★ *Consider the political context: how does the project fit into existing thinking on the subject of mobility innovation.*
- ★ *Communicate in ways that politicians will find useful and be ready to make realistic recommendations.*
- ★ *Remember that you are the expert; be prepared to share both your general knowledge and your specific research.*

tackled, and there is a strong association between transport-related activities and economic and sustainable development. 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.

Brno (Czech Republic) and **Munich (Germany)** confirm that 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,”* the representative from Brno states. *“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,”* the representative from Munich confirms.

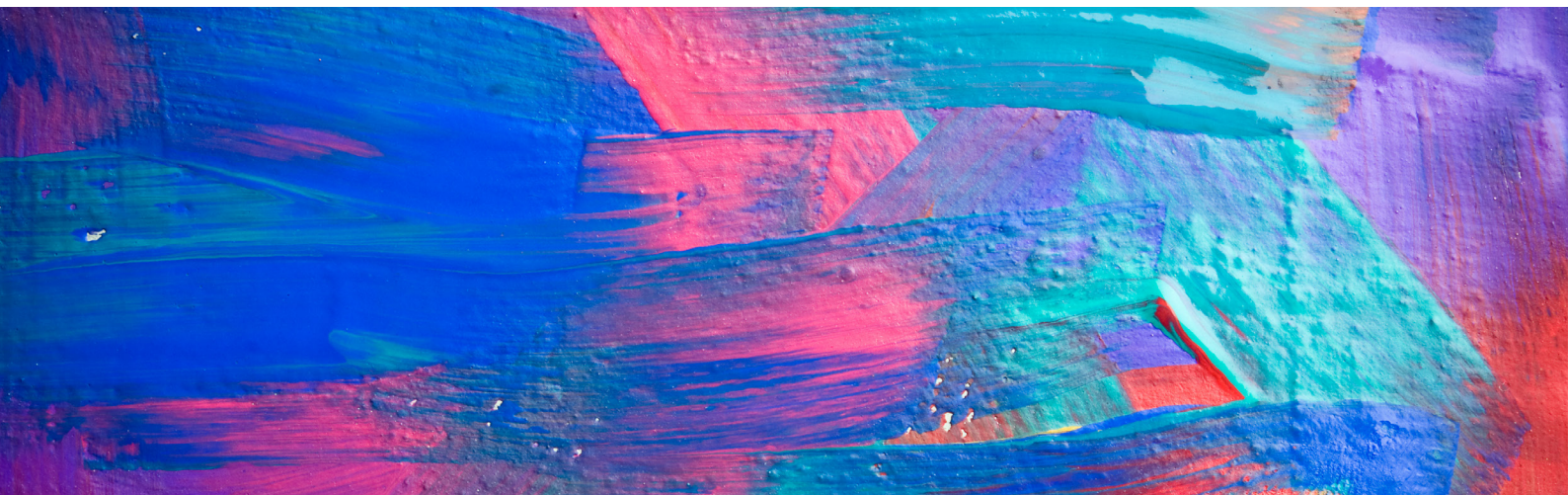
5 A few final words...

This set of recommendations aims to offer an understanding of what are the major building blocks for filling in the gap of knowledge about how to accelerate the implementation of the sustainable mobility innovation. This document synthesises a large amount of shared and collected knowledge about the sustainable mobility innovation within FastTrack cities. This knowledge could provide important information to improve the effectiveness of sustainable mobility innovation in European cities. This set of recommendations is, however, a living document. Sustainable mobility policy needs to change and adapt to cope with the changes happening in cities, either at political, economic, social and technological level. Moreover, the environmental challenge that all of us are experiencing these days, would be at the core of all future decisions taken at city level, and beyond.

The FastTrack perspective provides city authorities with a more solid approach in defining their local strategies. The FastTrack set of recommendations may be used to validate different local transport strategies and to develop plans. What is very important to underline is that these recommendations are the result of the cities' discussions in the last 24 months, and they are

rooted in their daily experiences and practice. The FastTrack cities offer this knowledge to all European cities to assess, to own and to further develop their strategies for sustainable mobility innovation, hoping that they will help to accelerate the cities' normal practices.

The high-level goals established by EU to achieve carbon neutrality are very ambitious, important and the timing to achieve them is very short. Cities therefore need to make efforts to bring everybody on board in creating strategies and plans that will allow them to reach the established targets. This will be impossible without giving everybody a place at the discussion table, without creating new partnerships, without investing in new, multi-disciplinary teams, without creating or adapting the rules and regulations in place to better reflect the changes, or without using efficiently all the funding opportunities. Very importantly, cities need to invest in listening the voice of everybody, to understand their views, to accept their wishes and to work together with them to implement solutions. Building trust and develop the confidence between the city authority and local stakeholders and citizens is crucial in achieving the high-level goals proposed at local level for sustainable mobility.



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info@FastTrackMobility.eu



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