INTERREG IVC analysis report

Sustainable transport
Credits

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Foreword: Capitalising on achievements

Over the last seven years, with the goal of improving regional policies, more than 2 000 public institutions across Europe have been learning from each other through cooperative policy learning in 204 interregional projects supported by the INTERREG IVC territorial cooperation programme.

The programme can now point to hundreds of examples of how a region or city has built on the experiences of their counterparts elsewhere to enhance their own policy and delivery strategies.

A few examples:

- inspired by the approaches taken by the Welsh ECO Centre and an Educational Centre in the Dutch city of Sittard-Geleen, the Hungarian city of Vecsés developed educational activities on renewable energy and sustainability for its school children;
- after consulting the Spanish city of Paterna, the Latvian Daugavpils City Council was able to successfully modernise its soviet-era industrial parks, giving a major boost to business development;
- after consulting the Cypriot authorities, the Greek Region of Crete invested in water recycling and re-use schemes, applying the Cypriot models.

The policy learning enabled by the INTERREG IVC Programme is not just a paper exercise: it has helped, through 204 projects, almost 6 000 staff involved in regional policy to acquire new skills and capabilities, and it has led directly to the improvement of more than 400 policies. The programme was therefore determined to go a step further and share its tremendous wealth of policy experience and know-how even more widely.

The programme therefore asked 12 teams of experts covering 12 different fields of policy to analyse the achievements of its projects and to report back on 'what works'. This report, which focuses on Innovation systems, is the fruit of their work. It showcases a selection of tried-and-tested innovation systems policies and practices that have been shared through the INTERREG IVC programme, and which will be of interest to all EU regions. Policymakers and practitioners interested in this topic – whether working on regional, national or European scales – will also find policy recommendations tailored to them.

Cooperative policy learning makes sense. It makes sense because, in an era of tight budgetary constraints, local and regional authorities are seeking best value for money, and robust evidence can enhance the chances of policy success by eliminating the risks and costs of trial and error.

To take forward the programme’s key strategic task of sharing policy know-how, the new programme for 2014-2020, INTERREG EUROPE, is developing ‘Policy Learning Platforms’ which will stimulate a process of continuous policy learning among all interested regional policy stakeholders around Europe.
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Executive Summary

This report discusses the lessons learnt in 16 INTERREG IVC projects which were focused on themes related to sustainable transport. These projects involved 192 partners from all over Europe, and identified about 530 Good Practices. The report analyses their features and achievements. Based on this analysis, it provides recommendations for policymakers and transport project leaders (Chapter 4).

Challenges

All projects that seek to promote sustainable transport share a number of common challenges. These include an effective, inclusive, and more sustainable use of shared and public transport; to promote an adequate political commitment; and, last not least, to enhance the combined land-use and mobility planning capacity of Regional and Local Administrations (Chapter 3.2).

Topics

The analysis divides the wide range of sustainable regional transport projects into 9 topics (Chapter 3.3):

A. LAND USE PLANNING: As long as land use planning does not take into account the needs of sustainable transport systems, it will not be possible to achieve satisfactory results in terms of the economic, social, and environmental performance of the transport sector.

B. REGIONAL TRANSPORT AUTHORITIES: The European and National legislative and policy frameworks encourage the creation and strengthening of the competencies of Regional Transport Authorities (RTA). RTA is a relatively recent concept, arising from the awareness that traditional municipal authorities and agencies no longer have the size required and national authorities are too far from the operational level.

C. FINANCING PUBLIC TRANSPORT: Any environmentally and socially responsible transport policy will remain unsustainable if its business model is weak. Therefore, we consider financing of transport infrastructure and services to be a fundamental issue in the debate on sustainable transport policies. Two prominent concepts regarding the economic and financial aspects of transport systems are ‘integration of external costs’ and ‘road pricing’.

D. ENCOURAGING THE USE OF PUBLIC AND SHARED TRANSPORT: In the field of public and shared transport, high usage and direct revenue are essential to a business model with balanced results. The encouragement of the use of public transport is therefore a theme in many Good Practices.

E. MOBILITY MANAGEMENT: Mobility Management is the label given to the toolbox of organisation-based measures and services that are designed to help people organise their mobility conveniently, safely and inexpensively. Ideally, Mobility Management also entails health benefits associated with active modes of transport, such as walking and cycling.

F. ITS: INTELLIGENT TRANSPORT SYSTEMS: Intelligent Transport Systems have been on the agenda since the early days of the mobile phone and the GPS revolution and its potential is still far from exhausted, with ‘open data’, ‘mobile applications’ and ‘big data’ offering considerable opportunities for better transport management and new services.

G. ACCESSIBLE TRANSPORT: Many regions or sub-regions face demographic problems and lack transport facilities for the oldest and youngest members of society as well as for mobility-impaired persons. Accessible transport therefore is not only a matter of equity for minorities, but it also improves the social fabric of neighbourhoods, cities and regions, which, in turn, is a critical factor for their economic sustainability.

H. ENCOURAGING LOW EMISSION TRANSPORT: The improvement of vehicles themselves can obviously also contribute to increased energy efficiency and the reduction of local air pollution. The electric vehicle, be it ‘hybrid’ or ‘full electric’ might finally be mature enough for market adoption, not only for limited range captive fleets of light vehicles, but also in heavy duty applications and in longer distance regional transport.
I. SUSTAINABLE TRANSPORT AWARENESS CAMPAIGNS: Sustainable transport policies rely on raised awareness of and changing attitudes towards mobility issues and practices. Many of the above-mentioned topics include campaigns to support policy changes, provide information about new services and that encourages more thoughtful travel and transport mode choices.

Recommendations

The report presents significant Good Practice examples from INTERREG IVC projects for all these topics, highlighting their innovative aspects, their connection with the EU Policy framework (Chapter 2) and discussing the conditions for their successful transfer to other regions (Chapters 3.4 to 3.6). Based on this analysis, the report formulates a series of recommendations for transport policymakers and project leaders (Chapter 4).

Based on the analysis of 16 projects, the recommendation to European level transport policymakers and stakeholders is to design truly strategic programmes that are driven by innovation and Good Practice transfer with equal emphasis on further harmonisation of national standards.

At the Regional level, our recommendation to policymakers is to integrate land use and transport planning and to strengthen interdisciplinary planning capacities. This deeper integration should be combined with wider cooperation between Authorities on the scale of the ‘transport region’. For this purpose, it is recommended to set-up common (land use planning and) transport authorities. But integrated planning and optimal organisation of transport services alone are not sufficient. It is also necessary to include new shared and complementary modes into the regional transport policy ‘tool-box’, in order to provide more sustainable transport options of a large variety of transport needs. Finally, we recommend giving careful consideration to the cultural dimension that can create powerful barriers to, or drivers of change, towards more sustainable mobility choices.

At the Operational level, it is not enough to organise public and shared transport effectively. Transport policies must also be promoted actively for their virtues of sustainability and for their practical benefits. These can be enhanced greatly through the use of Intelligent Transport Systems (ITS) and the inclusion of new technologies in general. New technologies and new attitudes prepare the ground for entirely new mobility services, or at least modernised versions of known concepts, such as demand responsive public transport and car sharing. Organisation based Mobility Management also builds on these new services and bundles all available transport solutions where there are most needed, i.e. around work places, schools, hospitals, administrations and industry. Last, but not least, Parking Management is the Achilles heel or fifth wheel of many Mobility plans. Consideration for idle vehicles should be integrated in policies and planning as early as possible and practical solutions be implemented using the full range of ‘intelligent’ tools.

Conclusions

INTERREG IVC projects in the field of sustainable transport have identified and worked on the implementation and transfer of many interesting Good Practices with the proven potential to improve regional policies around Europe. These Good Practices are organised under the 9 Topics identified above and analysed in Chapter 3.
1. Introduction and Methodology

Interregional cooperation on sustainable transport

Transport is an important factor in the equation of economic prosperity, social equity and environmental sustainability. There is a direct relationship between the quantity and quality of transport infrastructure and services on the one hand, and economic development on the other. Efficient transport fosters social opportunities, employment and a better quality of life.

But the transport sector also creates many challenges for both European-level and regional/local policymakers. To begin with, though transport is responsible for about 25% of the total energy consumed in the EU but it accounts for only a small fraction of renewable energy use. Moreover, transportation is responsible for a large share of pollutant emissions, including noise. It is therefore necessary to make transportation more sustainable by developing new strategies, creating innovative partnerships and utilizing the latest technology.

Over the last century, transport has become a paradox in regional growth strategies. For many decades the rule was ‘the more motorised transport the better’. But this rule has not proven to be smart enough and - beyond certain limits - is detrimental to sustained development. The challenge for regional transport policy is to provide maximum internal mobility and connectivity, while optimising the supply of transport infrastructure and services.

Generally speaking, regions compete with each other for resources and opportunities. However, in the field of sustainable transport policy there are a significant number of opportunities for sharing material resources in inter-regional transport networks that provide territorial cohesion and immaterial resources including shared experience, cross-fertilisation, and joint innovation.

One way to enhance transport sustainability is to support and facilitate practices that have already proven successful and which have the potential to be transferred to other regions. INTERREG IVC, through the exchange of Good Practices and knowledge, represents a valuable contribution to the development of regional policies towards smart mobility incorporating new technologies.

Outline of the report

This report is divided into four Chapters: 1) Introduction & Methodology, 2) Policy Context, 3) Analysis, and 4) Key Policy Recommendations and Conclusions.

Chapter Two, Policy Context, gives an overview of the EU’s sustainable transport policies, including its objectives, programmes and trends.

Chapter Three, the Analysis of 16 INTERREG IVC transport related projects, is the main body of the report. In this chapter a selection of interesting and innovative Good Practices are presented and common problems and successful solutions are indicated. This chapter also includes a transferability analysis and the definition of requisites for successful transfer of Good Practices.

Chapter Four presents key policy recommendations and conclusions tailored to specific audiences - from policymakers to city planners, practitioners and managers - at the local, regional, national and European levels.

Methodological notes

We developed a methodology for the analysis of the information obtained in the projects dealing with a wide spectrum of approaches that aims to accomplish the practical objectives of the INTERREG IVC capitalisation exercise.

This exercise has been carried out over two years by the team of experts utilizing:

- Desktop analysis of project documentation;
- Desktop analysis of the European state-of-the-art;
- Online surveys with the project partners;
- Face-to-face and phone interviews with the project leaders and partners;
- Two workshops on thematic capitalisation with representatives from the projects.
All Good Practices identified in the projects were analysed and clustered into nine ‘Topics’: based on an expert peer-to-peer analysis and in dialogue with the project partners:

- Land use and transport planning;
- Regional transport authorities;
- Financing public transport;
- Encouraging the use of public and shared modes;
- Mobility Management;
- ITS – Intelligent Transport Systems;
- Accessible transport;
- Encouraging low emission transport;
- Sustainable transport awareness campaigns.

These Topics refer to the project’s specific policy approaches, technologies and/or organisational aspects. The classification helps to guide the reader through the large amount of information reported by the projects.

Many Good Practices could be classified under several Topics. For instance, the application of a road pricing scheme for private cars is a typical ITS tool designed to ‘encourage public transport and shared modes’ and to ‘finance public transport’. It may also be the flagship action for a newly established ‘regional transport authority’ and should certainly be accompanied by sustainable transport awareness campaigns. For the purpose of analysis, Good Practices have been classified under the Topic which has been prioritised by the projects themselves or classified as such by the experts.

Within each Topic, the analysis of Good Practices has identified common issues faced by the projects that represent political priorities for the Regions. We refer to these issues as ‘challenges’.

Among the 530 Good Practices, we, together with the projects, selected and showcased 21 exemplary Good Practices covering all Topics; this analysis is presented in a more detailed manner in Annex 4.

The overall objective of the INTERREG IVC Programme is to improve the effectiveness of regional policies and instruments. A project builds on the exchange of experiences among partners who are ideally responsible for the development of their local and regional policies. We therefore have paid special attention to the transferability of the Good Practices analysed. Indeed, in order to prepare their dissemination, it is not enough to describe the identified Good Practices, their implementation, and the related benefits. It is very important to understand the conditions under which they can be transferred and adapted successfully.

With these general considerations in mind, the Good Practices were analysed according to their relevance in terms of capitalisation. In particular, the following criteria were taken into consideration:

- The level of innovation from different perspectives. In fact, we cannot consider solely the ‘absolute level’ of innovation regarding the European state-of-the-art. Local conditions must be taken into consideration and the level of innovation must also be defined in relation to the application environment;
- The relevance of the addressed Topic in relation to the potential impact that the application of Good Practice may have in other environments. Good Practice with a high potential impact on accessibility and mobility is more interesting than the ones with a limited impact;
- Potential drivers involved in the transfer of the identified Good Practice/policies, (e.g., availability of guidelines, handbooks, checklists, etc.) and barriers.

But transferability is not only a matter of the exporter of Good Practice and policies. To ensure successful inter-regional transfer, certain pre-requisites need to be satisfied by the receiving region. This problem is addressed in Chapter 3.4.

‘Key Policy Recommendations and Conclusions’ aims to support regions interested in transferring Good Practice or which are setting up new INTERREG IVC projects. The recommendations are targeted to specific classes of players and are tailored according to the different roles they can play in the decision making and policy implementation processes.
2. Policy Context: An overview of EU Sustainable Transport Policy

This Chapter provides an overview of the European Union’s sustainable transport policy, programmes, and initiatives.

2.1 Sustainable transport policy

The transport sector is facing significant challenges due to its impact on the environment and the progressive depletion of fossil resources. The EU sets specific policy targets for transport, based on the European Commission’s White Paper on transport (EC, 2011). The White Paper sets the target of achieving a 60% reduction in greenhouse gas (GHG) emissions from transport by 2050 compared to 1990 levels. This target represents the transport sector’s contribution to the overall EU objective of 80–95% reduction of its greenhouse gas emissions.

A third of EU final energy consumption is consumed by the transport sector. Fortunately the environmental performance of European transport is improving, albeit slowly: Overall GHG emissions have reduced slightly by 0.6% in the period 2010-2011 and emissions in 2011 were still 25% above 1990 levels. Achieving the long term (2050) targets will require significant evolution of the transport system, especially in urban areas.

Today, more than 74% of the EU population lives in urban areas and the United Nations predicts that this figure will rise to over 80% by 2030. As the demand for mobility is increasing disproportionately in European cities and regions they must take a leading role in promotion of sustainable transport policies.

The development of these policies necessitates the integration of environmental, social, and economic objectives both in the present and in future. Due to the complex nature of transport issues, achieving this integration will require new approaches to addressing environmental sustainability – in particular the reduction of carbon emissions, as well as economic development and the promotion of social welfare.

The European Union’s (EU) ten-year growth strategy (Europe 2020) seeks to make the EU a smart, sustainable, and inclusive economy. In this regard, policymakers have set targets to be achieved by the end of the decade in five key domains: employment, education, research & innovation, social inclusion & poverty reduction, and climate/energy. Europe 2020 focuses on three development assumptions: intelligence (smart growth), sustainability, and inclusiveness. Sustainable transport is considered essential for inclusive growth since it facilitates employment and supports social and territorial cohesion.

The EU has set ambitious carbon emission reduction targets for the coming decades. With regard to the transport sector, these targets are specified in the European Commission's White Paper on Transport (2011). The White Paper’s main target is the reduction in GHG from transport by at least 60% by 2050. Other goals are related to the modal shift in intercity travel and urban transport. For intercity travel, the objective is to shift 50% of all medium-distance transportation of passengers and goods from road to rail and waterborne systems. For urban transport, the objective is to halve the use of conventionally-fuelled cars by 2030 and phase them out completely in urban areas by 2050.

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1 Eurostat, Energy, transport and environment indicators (2013), Available at www.ec.europa.eu/eurostat
2 TERM 2013 report, Available at http://www.eea.europa.eu
The 2011 Transport White Paper also puts forward a long-term strategy for a transition to a new way of life in cities and regions. The main issues of the ‘new paradigm of urban mobility’ are the transition from a mobility paradigm based on the private car to one based on walking and cycling, high quality public transport, cleaner vehicles, and more efficient distribution of goods.

Transport challenges are also integrated in the European Commission’s (EC) emission and energy policy. Recently, the EC set up a reference policy framework called ‘2030 policy framework for climate and energy’ which gives transport a decisive role in curbing emissions and oil consumption.

The transport sector will have to make a significant contribution to the EU’s overall objective for GHG emission targets. The targets established in the Transport White Paper can actively contribute to the 80–95% reduction of GHG defined in the long-term policy plan ‘Roadmap for moving to a competitive low-carbon economy in 2050’.

However, sustainable transport is also interlinked with many other policy issues, such as those related to the social dimension of sustainable development. For example, in order to provide free access and the inclusion of citizens, the ‘EU Disability Strategy 2010-2020’ supports the implementation of the United Nations (UN) Convention on the Rights of Persons with Disabilities in the EU and is accompanied by a list of actions, such as ‘Access City’ that seeks to showcase and reward cities implementing exemplary initiatives and measures to improve accessibility.

Long-term policy papers (‘White Papers’) are preceded by discussion papers (‘Green Papers’) and ‘ordinary’ communications and, often, followed by ‘Action Plans’ and by legislative Directives or Regulations. The main transport-related discussion paper is the Green Paper ‘Towards a New Culture for Urban Mobility’ (2007). This paper sets the foundations for the EU agenda for sustainable urban mobility. It directly addresses local authorities by recognising their unique role in promoting sustainable urban mobility strategies and behaviour.

Examples of the transport-related action plans are ‘Action Plan on Urban Mobility (2009)’ and ‘Strategic Transport Technology Plan (2012)’. These plans proposed several actions in order to achieve modernised and sustainable transport systems.

Sustainable transport cuts across a wide range of EU policy areas. Accordingly, transport is a pervasive issue within the wealth of EU policy-making documents. While the assortment of sustainable transport policy documents may sometimes seem to hinder the development of a coherent and global European policy, it also conveys the importance that transport issues assume in the EU’s overall growth strategy.

The following sections identify the main programmes that have been developed and are currently deployed by the EC to achieve its strategic objectives.

2.2 Framework programmes

The current Framework Programme (FP) is the 8th since the beginning of 2014 and is called Horizon 2020. Horizon 2020 is the EC’s proposal to ‘generate ideas, growth and jobs through the world’s largest collaborative programme for research and innovation’ (2014-2020). In the transport sector, the Commission has adopted a holistic approach, whilst taking into consideration the specificities of each mode (rail, road, waterborne, urban and air transport). The following priorities are grouped under the umbrella ‘Smart, Green and Integrated Transport’, which the EC calls ‘the transport challenge’:

- Resource-efficient transport enabled by making vehicles cleaner and quieter, by developing smart technology, infrastructures and services, and by improving transport and mobility in urban areas;
- Better mobility, less congestion, more safety and security, namely by developing new concepts of freight transport and logistics, and by reducing accident rates and improving security;
- Global leadership for the European transport industry by reinforcing the competitiveness of European transport manufacturing industries and related services and retaining areas of European leadership such as aeronautics;
- Socio-economic and behavioural research and forward-looking activities for policy-making.
Since 2000 the FP supported more than 3,500 projects related to sustainable transport themes. For example, the FP6 programme promoted the TRANSPOWER project, which aimed to evaluate Best Practice and relevant experience in order to implement urban transport concepts that are sustainable, cost-effective, environmentally friendly and efficient. For the period 2014-2020 a budget of € 6.3 billion is allocated to transport related projects, in four different areas: (a) mobility for growth; (b) green vehicles; (c) small business and fast track innovation for transport; and (d) other actions.

2.3 Programmes and initiatives for territorial cooperation

PROGRAMMES FOR EUROPEAN TERRITORIAL COOPERATION

While the framework programmes are targeted to innovation and research, there are several other programmes for the European Territorial Cooperation (ETC). The European Territorial Cooperation objective is financed by the European Regional Development Fund (ERDF) and supports cross-border, transnational and interregional co-operation programmes.

Cross-border Cooperation aims at transforming regions located on either side of internal or external borders of the European Union into strong interconnected economic and social poles. In regard to transport, Cross-border Cooperation is devoted to improving access to transport services and networks. There were 53 cross-border cooperation programmes in four areas (North East European, Mediterranean, North West European and Central and Eastern European). Examples of groupings include Spain-France-Andorra, Spain-Portugal, South Baltic and Czech Republic-Poland.

Transnational Cooperation programmes promote cooperation among greater European regions, surrounding sea basins (e.g. Baltic Sea Region, North Sea, Mediterranean and Atlantic Area) or mountain ranges (e.g. Alpine Space) and facilitates coordinated strategic responses. There are 13 transnational Programmes. An example is Weastflows, financed by INTERREG IVB North West Europe Programme. This project aims to encourage a shift towards greener freight transport across North-West Europe. In particular, this project has a special relevance for these regions since road congestion and bottlenecks associated to freight transport are obstacles for territorial development. Another example is TROLLEY - Promoting electric public transport - financed by the INTERREG IVB Central Europe Programme which has provided the cities of Salzburg, Eberswalde, Leipzig, Parma and Gdansk with the latest available state-of-the-art knowledge on operating trolleybus systems. This project led to interesting results about the energy optimisation in trolleybuses, increasing public transport efficiency and marketing and awareness raising of the advantages of trolleybuses for cities.

The interregional co-operation programme (INTERREG IVC) and 3 networking programmes (Urbact II, Interact II and ESPON) cover all 27 Member States of the EU. They provide a framework for exchanging experience between regional and local bodies in different countries.

URBACT is a programme enabling cities to work together on issues of urban development. The projects facilitate the exchange of knowledge among urban decision-makers, and practitioners. URBACT is structured around nine thematic clusters: active inclusion; urban renewal; disadvantaged neighbourhoods; human capital and entrepreneurship; innovation and creativity; low carbon urban environments; metropolitan governance; port cities; and quality sustainable living.

Regarding sustainable transport there are examples that can be highlighted from the URBACT programme. For instance, ENTER.HUB aims to promote the role of railway hubs/multimodal interfaces in medium-sized cities as engines for integrated urban development and economic, social and cultural regeneration.

INTERACT supports territorial cooperation between Regions of the EU. It promotes cooperation as a tool for growth and change through policy development and strategic orientation, within territorial cooperation and beyond. INTERACT is a hub for exchanging information and best practices among cooperation programmes and for making project results more visible.

Acting as a hub for the exchange of experience between all ETC programmes INTERACT helps to disseminate and spread project results among all stakeholders. INTERACT does not have a dedicated focus on transport but it is a general programme that supports territorial cooperation between Regions of the EU. An example is the KEEP database where the users can find gathered data about projects results, find projects and partners.

ESPON, The European Spatial Planning Observation Network was established in 2001 as a cooperative venture between the EC, Member States, and accession countries to support the European Spatial Development Perspective (ESDP) and conduct fundamental research on a large array of spatial development issues. Among different projects it is important to highlight that ESPON carried out applied research on transport accessibility at regional/local scale and patterns in Europe (TRACC). This research aimed to deliver innovative results which can support the policy development in the field of transport and accessibility improvement, territorial development, competitiveness and cohesion. This study had a special relevance since it update the results of previous studies on transport accessibility at the European scale and extends the range of accessibility indicators responding to new sustainable transport policy challenges.

2.4 Other relevant programmes and initiatives

Sustainable transport is present in other European programmes and initiatives. These include CIVITAS, Smart Cities and Communities European Innovation Partnership, European Green Cars Initiative, and Trans-European Transport Network. There are also a number of networks and initiatives as well as Good Practice databases.

CIVITAS

CIVITAS (Cleaner and Better Transport in Cities) was launched in 2002 and seeks to achieve sustainable, clean, and energy efficient urban transport systems by employing a range of technological and policy measures. Examples are the related with mobility management and intelligent transport systems. Since its inception, CIVITAS has leveraged an investment of over €360 million, of which €180 million in EU subsidies. CIVITAS has supported more than 650 technical and policy based measures in 58 cities throughout the EU and is currently acknowledged as one of the most prominent programmes in this domain. CIVITAS is also known for its innovative cooperation and dialogue mechanisms. Through its Forum, for example, cities can exchange ideas and experience. The Network currently comprises 150 cities from 30 countries. In addition, CIVITAS includes the National and Regional Networks (or CIVINET, i.e., groups of cities that work together in their own language), and thematic groups (group of peers exchanging experience and knowledge on certain thematic fields). It is clear that cooperation and knowledge-sharing are regarded as key components of the programme and vital to its success. This initiative will receive considerable funding from the Horizon 2020 programme.

Smart Cities and Communities European Innovation Partnership

The Smart Cities and Communities European Innovation Partnership was launched in 2012 by the EC to establish a pool of resources on urban demonstration projects dealing with integrated approaches to energy, transport, and information and communication technologies. The ultimate goal is to facilitate technology development in view of further market uptake. Funding is awarded through yearly calls for proposals (€365 million in 2013). As part of this initiative, the EC also launched the Smart Cities Stakeholder Platform to stimulate cooperation and knowledge exchange. It is a web-based platform with working groups meeting and developing position papers and work programmes; these working groups are open to interested participants and operate mainly by employing a bottom-up approach. For example in this partnership several cities which participated in INTERREG IVC projects are represented. Cities like Warsaw, Barcelona and Gothenburg are active member of the Smart Cities and Communities European Innovation Partnership where planning, innovation, intelligence and participatory schemes in an integrated approach can provide smart solutions for the cities.
**European Green Cars Initiative**

The European Green Cars Initiative was the EU flagship demonstration project in the field of electric mobility. It was launched as part of the 2008 European Economic Recovery Plan and consisted of a €5 billion financial envelope (€4 billion through European Investment Bank loans and €1 billion through support for research). In this context, the Clean Vehicle Portal is also worth mentioning. Among other useful information, it contains assessments of the lifecycle costs of energy consumption and emissions of pollutants from the vehicles on the market. This initiative will once again have considerable funding in the Horizon 2020 programme.

**Trans-European Transport Network (TEN-T) and Connecting Europe Facility (2014-2020)**

The Trans-European Transport Network (TEN-T) provides the policy for the main transport, energy, and telecommunications infrastructure networks in the EU. The proposal for the new financial framework allocates a budget of €31.6 billion for transport infrastructure investments over the 2014-2020 period to be committed mainly through the newly established Connecting Europe Facility.

Since the beginning of the 90’s TEN-T had financed several studies and financed infrastructure projects. An example is the ‘High-speed Europe – A sustainable link between citizens’ study that evaluated the state-of-the-art of high speed trains which increase the speed and frequency of journeys between major European regions.

For the next financing period TEN-T will use €11.9 billion of EU funding to improve European transport connections. The funding will be concentrated along 9 major transport corridors which, taken together, will form a core transport network and act as the economic life-blood of the Single Market. The funding is expected to remove bottlenecks, revolutionise East-West connections and streamline cross border transport operations for businesses and citizens throughout the EU.

**SUMP**

The development of Sustainable Urban Mobility Plans is one of the major focus areas of the EC in the field of sustainable mobility. The Commission has also supported the development of a standard methodology and evaluation methods (e.g., Developing and Implementing a Sustainable Urban Mobility Plan).

**Covenant of Mayors**

The Covenant of Mayors is a campaign bringing together almost 5000 local authorities worldwide that have committed themselves to reducing CO\(_2\) emissions and improving energy efficiency beyond the EU 2020 targets through the implementation of Sustainable Energy Action Plans. Cities like Almada, Berlin, Göteborg, Stockholm, Oslo and Paris are examples of the Covenant of Mayors signatories which also participated in INTERREG IVC sustainable transport projects.

**ELTIS, Allinx, and Transport Research and Innovation Portal**

ELTIS is the main portal financed by the EC for gathering case studies in a variety of urban mobility issues. It also provides a library section with guidelines, handbooks, images, events, job opportunities, and funding information. In a world accustomed to the constant rise and fall of websites, ELTIS has consolidated its position in the field. It has become a useful tool offering high-quality and up-to-date content for policymakers and technician alike. Allinx (European Association for Mobility Management Professionals) is another resource rich web portal for Good Practices and other information. The Transport Research & Innovation Portal (TRIP) provides an overview of the EU research activities and results.

**Reference Framework for Sustainable Cities**

The Reference Framework for Sustainable Cities is a high-level European working group that is developing a set of tools to assist local authorities and stakeholders in achieving sustainable urban development. This working group provides sustainability tools for registered users that aim to help to find a peer city and to develop a sustainable strategy for the city Sustainable transport is one of the dimensions that this webtool provide to the participating cities. Finding a peer city in a web based platform is other way to cooperate to promote sustainable transport policies. Berlin, Lisbon, Murcia, Katowice, Helsinki and Paris are examples of cities that are participating in the reference Framework for Sustainable Cities and also in INTERREG IVC sustainable transport projects.
**European Mobility Week and Do the Right Mix**

The European Mobility Week is widely known for its car-free days, but it is actually much more nuanced than that. It became a major campaign promoting behavioural change by incentivising citizens to adopt more sustainable mobility patterns. The momentum generated by the campaign effectively encourages local authorities to introduce and promote alternatives to car use. The campaign culminates in the European Mobility Week Award created by the EC to reward cities deemed to have ‘done the most in raising public awareness to sustainable mobility issues and implementing measures to achieve a shift towards sustainable urban transport.’ In a similar vein, the campaign ‘Do the Right Mix’ was launched in 2012 to support sustainable urban mobility marketing activities. In 2011 the city of Bologna won the European Mobility Week Award and receives the European recognition in promoting clean alternatives to using cars and involving citizens in activities to support sustainable urban mobility. In 2010, the city of Almada won this award. These two cities also participated in INTERREG IVC sustainable transport projects (e.g. FLIPPER and EPTA).

**2.5 INTERREG IVC and Smart Specialisation Strategies**

In general, transport is not a specialisation but an important supporting element for any multi-dimensional development strategy. The improvement of the transport system for people and goods can increase the general competitiveness of a region. It can therefore be considered to be a key supporting element of smart specialisation in other sectors such as industry, services and tourism.

In other cases transport is actually the core for a regional smart specialisation strategy. For example, Lyon in the Région Rhône-Alpes, is home to the French national transport institutes Cerema (ex-Certu), Ifsttar (ex-Inrets), transport industry Iveco (ex-RVI) and a Public transport authority (Sytral) that is strongly involved in decentralised international cooperation such as CODATU. Other examples are Stuttgart (Daimler), Munich (BMW), Gothenburg (Volvo) and Torino (Fiat) and Port or Airport regions that build their development strategies on advanced transport systems.

The sustainable transport projects in INTERREG IVC can provide an active contribution to the improvement of transport policies and to the articulation with smart specialisation strategies. By bringing together a range of stakeholders such as companies, public entities and research and development institutions that discuss and share practices, INTERREG IVC can make an effective contribution to regional development.

It is essential that transport is understood as a part of long-term public policy, given the length of the life cycle of the investments and of culture. The pre-requisite for successful regional sustainable transport policy is therefore the ability to design and gradually implement long-term investment and communication strategies. The gradual improvement of transport policies and the articulation with others sectors’ needs are the main contributions that INTERREG IVC can provide.

**2.6 Added value of interregional co-operation for Sustainable Transport policies**

Interregional co-operation was designed to improve regional development policies and instruments through the development of ‘interregional’ networks that exchange information and share experience. Sustainable transport is a cross cutting theme present on the priorities Innovation and the knowledge economy and Environment and risk prevention defined by the European Commission.

Interregional co-operation involves regional and urban networks of stakeholders in developing and spreading good practices practice in economic modernisation. This multiplicity of stakeholders provides an opportunity to exchange practices and to transfer knowledge among the regions.

An example of sustainable transport added value in cooperation policy can be observed in the REGIOSTARS awards. Promoted since 2008 by the EC, this award aims to identify Good Practice in regional development and highlights original and innovative projects which could be attractive and inspiring to other regions. In 2014 REGIOSTARS had a special emphasis on sustainable transport, CITYSTAR, in which four projects were highlighted: ‘Ecological Transport’ – Gdynia (PL), ‘Transport in Kielce’ – Kielce (PL), ‘Swansea City Bus Station’ - Swansea (UK) and ‘Ticket to Kyoto’ (T2K) - Brussels, Bielefeld, Manchester, Paris, Rotterdam (ETC – BE, DE, FR, NL, UK). ‘Ecological Transport’, which aims to enhance the power supply system of the trolleybus traction network in Poland, was the winner of the CITYSTAR award.
In addition to their participation in inter-regional co-operation programmes, regions can make improvements in their sustainable transport practices by joining cooperation networks. This can be achieved by increasing knowledge in specific transport issues (e.g. Intelligent Transport, Mobility Management). An added value is the improvement of regional sustainable transport policies by learning from innovative policies and technologies used with success by other regions.
3. Analysis

In this chapter we analyse the INTERREG IVC sustainable transport projects by:

- Presenting a summary of the 16 transport related projects selected for the capitalisation exercise;
- Exploring common challenges they tackle and solutions they identify;
- Highlighting a selection of the most interesting and innovative solutions;
- Exploring the transferability of Good Practice examples in the projects and policies and highlighting some exemplary transferred practices;
- Identifying the conditions for successful implementation of policies at the regional level;
- Exploring in the final section synergies amongst the solutions presented in INTERREG IVC sustainable transport projects.

More details on some of the Good Practices cited in this Chapter are given in Annex 4 ‘Exemplary Good Practice’.

3.1 The Sustainable Transport projects

This report analyses 16 projects which involved 192 partners and produced some 530 Good Practice examples. We have grouped the projects’ examples according to 9 Topics. The following table and graphics offer a synthetic overview of the projects, themes/objectives, Topics and Good Practice examples.

<table>
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<tr>
<th>Project Acronym / title</th>
<th>Themes/ Objectives</th>
<th>TOPICS</th>
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<tbody>
<tr>
<td>CAPRICE: Capital regions integrating collective transport for increased energy efficiency</td>
<td>The goal of CAPRICE is to exchange experience and to identify and promote Good Practice in sustainable and energy efficient integrated public transport policies in Capital Regions and other regions with dense populations.</td>
<td>A. Land Use And Transport Planning; B. Regional Transport Authorities; C. Financing public transport; D. Encouraging public + shared transport; G. Accessible transport; H. Encouraging low emission transport; I. Sustainable Transport Awareness Campaigns</td>
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<tr>
<td>CATCH-MR: Cooperative Approaches to Transport Challenges in Metropolitan Regions</td>
<td>The overall objective of CATCH-MR is to promote sustainable joint transport solutions in Metropolitan Regions by reducing transport without reducing mobility and by increasing the share of environmentally friendly transportation.</td>
<td>A. Land Use And Transport Planning; B. Regional Transport Authorities; C. Financing public transport; D. Encouraging public + shared transport</td>
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<tr>
<td>Cyclecities: European cities for integrating cycling within sustainable mobility management schemes</td>
<td>The overall goal of CYCLECITIES is to carry out exchanges of experience and transfers of Good Practice among European city administrations as well as to build up the knowledge base supporting the integration of cycling into urban mobility management schemes designed to improve traffic conditions and city environments.</td>
<td>D. Encouraging public + shared transport; E. Mobility Management; I. Sustainable Transport Awareness Campaigns</td>
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<td>Project Acronym / title</td>
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<tr>
<td><strong>ECOTALE: External Costs of Transport and Land Equalisation</strong></td>
<td>ECOTALE’s overall objective is the promotion of exchange, sharing and transfer of policy experience, knowledge and Good Practice in the field of the internalisation of external costs of transport. Special attention has been paid to the investment planning and decision making process, considering the whole array of transport costs.</td>
<td>A. Land Use And Transport Planning; C. Financing public transport D. Encouraging public + shared transport E. Mobility Management F. Intelligent Transport Systems H. Encouraging low emission transport I. Sustainable Transport Awareness Campaigns</td>
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<tr>
<td><strong>EPTA: European model for Public Transport Authority as a key factor leading to transport sustainability</strong></td>
<td>EPTA’s overall objective is to increase transport sustainability from several points of view: eco-efficiency, environmental protection, energy efficiency, sustainability and cost saving. The project aims at defining a successful generic model of a Public Transport Authority.</td>
<td>A. Land Use And Transport Planning; B. Regional Transport Authorities D. Encouraging public + shared transport E. Mobility Management H. Encouraging low emission transport</td>
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<td><strong>FLIPPER: Flexible Transport Services and ICT platform for Eco-Mobility in urban and rural European areas</strong></td>
<td>FLIPPER’s overall objective is the exchange of experience, knowledge and transfer of Good Practice on Flexible Transport Services. The main objectives are to improve the social inclusion of disadvantaged citizens and/or areas, to reduce energy consumption and environmental impacts.</td>
<td>D. Encouraging public + shared transport E. Mobility Management F. Intelligent Transport Systems G. Accessible transport I. Sustainable Transport Awareness Campaigns</td>
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<td><strong>INVOLVE: Involving the private sector in Mobility Management</strong></td>
<td>INVOLVE will improve cooperation with the private sector and thus increase modal shift towards more sustainable forms of travel to and in business areas in European regions.</td>
<td>A. Land Use And Transport Planning; B. Encouraging public + shared transport C. Mobility Management D. Intelligent Transport Systems E. Accessible transport F. Encouraging low emission transport G. Sustainable Transport Awareness Campaigns H. Encouraging low emission transport I. Sustainable Transport Awareness Campaigns</td>
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<tr>
<td><strong>MMOVE: Mobility Management oVer Europe</strong></td>
<td>To improve awareness and capacity in local and regional authorities to develop better mobility management policies for Europe’s medium sized cities.</td>
<td>A. Land Use And Transport Planning; D. Encouraging public + shared transport E. Mobility Management F. Intelligent Transport Systems G. Accessible transport H. Encouraging low emission transport I. Sustainable Transport Awareness Campaigns</td>
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<tr>
<td>Project Acronym / title</td>
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<tr>
<td>MOG: Move On Green</td>
<td>MOVE ON GREEN’s overall objective is to improve the design and efficiency of regional policies for sustainable transport in rural areas, through the exchange of experience aimed at fostering sustainable mobility from the environmental, social and economic perspectives. The project also aims to improve policies on sustainable transport in rural areas, in order to foster more sustainable mobility patterns.</td>
<td>B. Regional Transport Authorities</td>
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<td>H. Encouraging low emission transport</td>
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<tr>
<td>PIMMS CAPITAL:</td>
<td>PIMMS CAPITAL’s objective is to stimulate modal shift towards more sustainable forms of transport by increasing the implementation of high quality mobility management techniques and policies. The main outcome of the project is the adoption of action plans for 12 regions.</td>
<td>B. Regional Transport Authorities</td>
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<td>Capitalising on Partner</td>
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<td>C. Encouraging public + shared transport</td>
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<td>Initiatives in Mobility</td>
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<td>D. Mobility Management</td>
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<td>Management Services</td>
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<td>E. Intelligent Transport Systems</td>
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<td>H. Encouraging low emission transport</td>
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| PIMMS TRANSFER:        | PIMMS TRANSFER has two main objectives:  

- To stimulate modal shift towards more sustainable forms of transport by increasing the implementation of high quality mobility management techniques and policies in European regions.  
- To extend, deepen and promote best practice in mobility management. | D. Encouraging public + shared transport                              |
| Transferring Actions iN |                                                                                                                                                                                                                     | E. Mobility Management                                                 |
| Sustainable mobility fo |                                                                                                                                                                                                                     | F. Intelligent Transport Systems                                      |
| r European Regions     |                                                                                                                                                                                                                     | G. Accessible transport                                                |
|                        |                                                                                                                                                                                                                     | H. Encouraging low emission transport                                 |
| POLITE: Policy Learning | POLITE’s overall objectives are:  

- improving local, regional and national policies on information oriented to the user (info-mobility) through the exchange of experience among the partners and the transfer of these experience to regional and local policies;  
- promoting, through the improvement of public policies, the deployment of Intelligent Transport Systems;  
- harmonising ITS standards and solutions adopted by different cities, metropolitan contents, regions, nations (harmonisation among different contexts at the same territorial level –horizontal harmonisation- & among different territorial levels – vertical harmonisation);  
- promoting the interoperability of Intelligent Public Transport Systems; | F. Regional Transport Authorities                                    |
<p>| in Information         |                                                                                                                                                                                                                     | D. Encouraging public + shared transport                              |
| Technologies for Public |                                                                                                                                                                                                                     | E. Mobility Management                                                 |
| Transport Enhancement   |                                                                                                                                                                                                                     | F. Intelligent Transport Systems                                      |
|                        |                                                                                                                                                                                                                     | I. Sustainable Transport Awareness Campaigns                          |
| POSSE: Promotion of    | POSSE’s Strategic Objective is to demonstrate the advantages of open specifications and standards for ITS systems. The Operational Objective is to develop ITS implementation plans focused on open specification and standards that will set out how to deliver efficient and cost effective tools and approaches for the management of urban transport networks. | F. Intelligent Transport Systems                                      |
| Open Specifications and |                                                                                                                                                                                                                     |                                                                          |
| Standards in Europe    |                                                                                                                                                                                                                     |                                                                          |</p>
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<th>Project Acronym / title</th>
<th>Themes/ Objectives</th>
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<tr>
<td>RITS-Net: Regions for Intelligent Transport Solutions Network</td>
<td>RITS-Net: The project aims at enhancing regional sustainable transport policies via an increased knowledge and understanding of the full potential of Intelligent Transport Systems (ITS) solutions and ways to deploy them. The final objective is to help Regions developing individual ITS regional plans.</td>
<td>A. Land Use And Transport Planning; C. Financing public transport; D. Encouraging public + shared transport; F. Intelligent Transport Systems; H. Encouraging low emission transport; I. Sustainable Transport Awareness Campaigns</td>
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<td>SUM Project: Sustainable Urban Mobility</td>
<td>The overall objective of the SUM Project is to highlight four potential uses of electric vehicles.</td>
<td>D. Encouraging public + shared transport; H. Encouraging low emission transport</td>
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<td>D’AIR: Decarbonated AIRport regions (satellite project)</td>
<td>D’AIR’s overall objective is to contribute to converting European airports, into ecologically sustainable transport hubs. It focusses on the reduction of CO₂ emissions of airport operations and surface access to airports.</td>
<td>D. Encouraging public + shared transport;</td>
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The relation between the projects and their Good Practices is shown in the following bar chart.

The number of Good Practice examples per Topic varies considerably, as is illustrated in the following chart. Many address more than one Topic. In this chart, only the main Topic is taken into account:

Naturally, not all projects cover all Topics. The Good Practice examples in four projects are spread over many Topics (dark green), the remaining projects (light green) focus on a smaller number of Topics, as the following graph illustrates.

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<tr>
<th>TOPICS</th>
<th>A</th>
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<tr>
<td>LAND USE AND TRANSPORT PLANNING</td>
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<td>REGIONAL TRANSPORT AUTHORITIES</td>
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<td>FINANCING PUBLIC TRANSPORT</td>
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<td>ENCOURAGING THE USE OF PUBLIC + SHARED TRANSPORT</td>
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<td>MOBILITY MANAGEMENT</td>
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<td>ITS – INTELLIGENT TRANSPORT SYSTEMS</td>
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<td>ACCESSIBLE TRANSPORT</td>
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<td>ENCOURAGING LOW EMISSION TRANSPORTS</td>
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<td>SUSTAINABLE TRANSPORT AWARENESS CAMPAIGNS</td>
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Number of TOPICS covered: 74 4 3 7 5 5 9 7 4 5 9 5 11 12 11
3.2 Common challenges

The sustainable transport projects share the general objective of increasing the mobility of people and goods. The underlying rationale is to facilitate mobility, to strengthen regional economies, and to achieve cohesion and competitiveness, while mitigating adverse environmental, social and economic impacts. We have identified several common challenges that all projects and Good Practice face, regardless of the Topics they cover.

**Challenge 1**: to achieve an effective, inclusive, and more sustainable use of shared and public transport principally by:

- ensuring better quality public and shared transport, not only in urban areas, but in low-density areas and suburban and rural;
- promoting social inclusion and improving services for physically impaired persons;
- rationalising and reducing the use of private cars, while promoting co-mobility and inter-modality between private and public transport modes;
- introducing the use of ‘intelligent systems’ in private, public, and shared transport in order to make them faster, more efficient, and more user-friendly;
- promoting the use of alternative and less impacting modes, such as low-emission vehicles, cycling, walking, car- and bike sharing, and car-pooling;
- raising awareness and inspiring new attitudes;
- Rationalizing the logistics of goods transport and delivery.

**Challenge 2**: to promote an adequate political commitment by:

- developing a mixed decision-making approach (vision-led and plan-led);
- ensuring consensus by promoting public participation in the transport planning and decision-making process;
- ensuring that transport-related decisions are efficient and economically sustainable;
- setting-up comprehensive performance targets and periodically evaluating their impact.

**Challenge 3**: to enhance the combined land-use and mobility planning capacity of Regional and Local Administrations by:

- coupling the concept of land use and accessibility in formal planning processes;
- integrating the different administrative bodies’ planning actions within a shared vision;
- integrating the environmental and economic dimensions in transport planning and development.

3.3 Interesting and innovative solutions from INTERREG IVC Projects

The INTERREG IVC projects have reported a variety of Good Practice examples and policies adopted by the regions to tackle the above mentioned challenges. Their presentation is organised under the Topics of the analytical framework.

**A. Land Use and Transport Planning.**

Integrating land use planning and transport planning is crucial for the sustainable development of cities and regions and is an important Topic in several projects. Indeed, combining land use and transport planning significantly enhances regional policy-making capacities. It should lead to a more rational geographic distribution of activities and, therefore, effective mobility associated with quantitatively reduced transport needs. It should also result in significantly enhanced public transport systems, which is the main Topic of several other projects.
The importance of an integrated approach to land use and transport planning is widely acknowledged. However, current policies often diverge. Urban planning is determined by many factors that limit the effective integration of these two disciplines, such as the historic urban buildings and infrastructure, organisational issues, cultural approaches, and special interests. It must also be acknowledged that while traffic engineers tackle traffic issues, citizens' actual mobility requirements and desires are often neglected or misunderstood.

Sustainable Urban Mobility Plans (SUMPs) attempts to improve the traditional Transport (and Traffic) Plans and European Programmes such as CIVITAS place SUMPs in the limelight. The theoretical and institutional backing of SUMPs also increases the level of political commitment for the new mobility paradigm.

Regarding this Topic, we can point out some particularly significant Good Practices that emerged from the INTERREG IVC sustainable transport projects.

CAPRICE focuses on Good Practices related to the Urban Mobility Plan developed by the STIF (regional transport authority) in the Region of Île-de-France. The Île-de-France Urban Mobility Plan is an integrated plan for the public and private transport of passengers and goods. Although the plan is not explicitly labelled as a ‘SUMP’, it uses similar methods, such as stakeholder involvement, multi- and inter-modality, and periodical updating.

In Berlin/Brandenburg, a regional law defines the characteristics and the mandates of the joint planning body of these two German Länder. In this case the integration has been formalised and the integrated tasks have been allocated to a specific joint inter-regional body. A model of informal and participative governance between the local authorities of the metropolitan area has been adopted in the Gothenburg region (CATCH-MR). An association of the Region's thirteen municipalities has been set up in order to manage the dialogue amongst decision-makers, in order to achieve a common vision and to cooperate on all issues related to land use and transport planning.

MMOVE has addressed the redevelopment of city centres through the reorganisation of urban space and the promotion of sustainable modes of transport. Redevelopment is based on concepts such as ‘centrality’ and ‘place-making’, which seek to improve the urban structure by relocating and rearranging urban functions throughout a network of differentiated and complementary central places.

INVOLVE features Good Practices involving private sector participation in planning in Prague and in the UK. Private developers aim to maximise their short term profits and often neglect transportation issues, which they expect the public authorities to deal with. The cooperation between developers and local authorities from the early stages of the planning process optimises the design of newly developed areas and their transport networks. As a result, long-term benefits are maximised and expenditures are lessened for all parties involved, i.e., developers, public authorities, and residents.

A similar approach is developed in PIMMS CAPITAL. For instance, the ‘Integrated Transport Strategy in the West Midlands Metropolitan Area’ is a transport plan that seeks to revitalise the entire region’s economy. It takes into account issues that are not usually addressed in transport planning, namely the relationship between transport infrastructures and services and its impact on economic development.

The Good Practice ‘Regional transport, Mobility Management and Spatial Planning’ reported by PIMMS CAPITAL in the Stockholm (SE) region describes the planning process adopted at the regional level to integrate regional and local infrastructure and land use planning. The innovative feature of this process is that the Regional Development Plan also includes Mobility Management actions that can make a substantial contribution to the improvement of the overall local mobility system. Such actions are not usually considered at this level of planning, which makes this initiative an exemplary process. The ‘Worcester Sustainable Travel Demonstration Town (UK) (also PIMMS CAPITAL) is a Good Practice based on a well-structured regional plan that encompasses an entire transport system.

The ECOTALE project focused on the problem of internalising external costs. It demonstrates how the challenge related to the integration of environmental and economic dimensions of the transport systems can be met. The ECOTALE approach is innovative as it includes the internalisation of external costs as a functional element of the transport project design, unlike traditional approaches that merely introduce tolls as a means of fund raising. The ECOTALE project has also produced a ‘Handbook on estimation of external costs in the transport sector’, and has published ‘Guidelines for transferability’ for each of its Good Practice examples.

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4 Several works have been carried out on this matter. For example the following can be considered. H. Geerlings, D. Stead, The integration of land use planning, transport and environment in European policy and research, in Urban Transport Policy Instruments, Elsevier, Volume 10, July 2003.

B. Regional Transport Authorities

Regional Transport Authorities (RTA) can be powerful managers of many aspects of a regional transport system: strategy, regulation, contracting, financing. RTAs can improve the operational and financial effectiveness of the transport system, and ensure better service quality for the passengers.

Some INTERREG IVC Projects have chosen to promote these authorities’ competencies, capacities and effectiveness. The majority of the Good Practices reported in this section are seeking to build a more effective, inclusive, and sustainable public transport system.

Other good practice has focused on improving the effectiveness of transport authorities in managing contracts. The definition and management of contracts with transport operators is one of the main roles of an RTA and the performance of the transport system greatly depends on the quality of these contracts and their implementation. Monitoring of operator compliance, distribution of responsibilities among the parties, and new contractual models based on penalty / reward mechanisms are among the most relevant issues addressed.

An example is given by EPTA’s Good Practice ‘A system for monitoring and controlling the service performed by the Public Transport operator’ developed in Regione Emilia Romagna (IT). This Good Practice directly addresses the issue of setting adequate performance targets for public transport companies and of properly monitoring and evaluating their achievements at minimal (optimal) cost.

The competencies and the organisational models of RTAs have been debated extensively. The EPTA project identifies a RTA’s general functions and outlines different approaches to similar problems in different environments. It is noteworthy that the project has not only considered the cases represented by the Project partners, but the state-of-the-art in general.

Moreover, a Position Paper and Guidelines for the creation of the pre-conditions for an effective RTA are among the outputs of EPTA.

The integration of several modes of transport under the same the Transport Authority is another issue addressed by Good Practice presented by several projects. Merging the coordination of road, rail, cycling, and walking infrastructure and services in the same entity can increase the effectiveness of the overall transport system. This is the experience of CAPRICE, in which the cities of Bucharest, Vilnius and Warsaw learnt from modal integration in Berlin and Paris.

The MOG project focuses on the integration of RTAs in rural areas (in this specific case in the Région Auvergne in France) and provides an example of territorial integration. The 13 départements within the Region set up an organisation for the co-ordination of public transport services throughout the Region.

The good practice ‘Combination of direct awarding and tendering of public transport services’ (CAPRICE), relates the experience of Warsaw which has witnessed a significant increase in its transport demand and faced a number of difficulties in adapting the existing transport organisation. The decision to involve private partners in providing transport services was adopted as a solution, generating the need for effective tendering procedures.

Some of the Good Practices mentioned provide reference models for other regions and the availability of specific material (position papers, feasibility studies, methodological guidelines) produced by some projects to facilitate the transfer of knowledge to other realities is remarkable.

C. Financing Public Transport

Public transport is a unique market since the customers are not only the citizens and visitors using the service, but also the Public Authorities that co-finance it. The overall legislative framework for public transport in the EU is normally defined by national governments. Nonetheless, local governments play a decisive role in the definition and implementation of public transport financing schemes. The issue is complex and very difficult to manage. A few innovative projects have been carried out in this field in Europe and the current financing schemes are quite standardised. For this reason, relatively few projects and Good Practice address this topic, but some interesting and innovative examples can be found.

CAPRICE presents the French public transport tax (‘versement transport’), that has been in force since the 1970s and has been extensively researched. The toll ring in Oslo (CATCH-MR) was one of the first European examples of urban road pricing schemes based on a ring of toll stations around the city. Every car entering the city must pass a toll station. This measure has a triple effect: 1) A reduction of traffic in the city; 2) A modal
shift to public transport; and 3) A significant increase in revenues for the RTA. The scheme was originally intended to raise money for improvements to the road network, but recently an environmentally friendly reform has transferred 20% of the revenues to public transport infrastructure projects (bus and metro terminals, new metro lines).

INVOLVE presented a Good Practice from Madrid, where a telecommunication company co-financed the construction of the metro stations serving their new headquarters. Sponsoring the names of metro stations is an unusual method to raise private funds for public transport projects.

Also in INVOLVE, Roermond (NL) several large shopping areas financed a special bus line. Visitors can use the ‘shopbus’ which is a circle line connected to retail locations. The ‘shopbus’ operates on Saturdays and Sundays.

ECOTALE reports a practice related to supporting the use of public transport through a subsidy given to employees for buying public transport tickets. It was developed in Helsinki and is based on an initiative of the central government to increase the modal share of public transport. The action was introduced in cooperation with several employers who provided public transport tickets to employees as tax-free fringe benefits. The measure has registered a high level of participation and good results.

Milan introduced a pollution charging scheme in which the cars entering the city centre are charged according to their tailpipe emission level. This measure seeks to decrease the pollution level in high-density traffic areas and to increase revenues that can be allocated to the improvement of public transport in restricted central urban areas.

D. Encouraging the use of public and shared transport

Shifting mode choice from the private car to collective transport reduces many externalities of the urban transport system: environmental externalities, but also health hazards and accidents, waste of public space, etc. While the concept of collective transport is often reduced to public transport services, new collective transport solutions are available, such as car sharing, public bikes, carpooling, and demand-responsive transport (DRT). These services can complement traditional public transport and make the overall offering more flexible and more attractive.

Many Good Practice examples are related to conventional transport engineering and planning issues (e.g., the extension of tram lines and bus corridors). Others deal with intermodal nodes, active modes (any form of ‘active’ human-powered transportation – walking, cycling, using a wheelchair) and car sharing in relation with public transport. Yet others explore the possibilities of intermodal trip planners. These are remarkable for their direct contribution to transport systems. They also contribute to improving the capacities of regional and local administrations in regard to these alternative modes and services and help to integrate the concept of intermodality in everyday planning practices.

Promoting intermodality means relying upon efficient interchange systems. In relation to intermodal nodes, we observed that two Good Practice examples developed this concept in an excellent manner. Both have produced guidebooks. They define the way in which an effective intermodal node should be designed. The POLITE project presented the Good Practice of the Príncipe Pío intermodal hub. It is one of the most important interchanges in Madrid as it provides connections between all forms of public transport: metro, suburban railways, and city and suburban buses. How the problems of traffic jams created by this interchange node have been efficiently solved and how the interchange node itself has been reorganised is explained in the project.

CATCH-MR has produced the ‘Guidebook on Intermodality in Gothenburg Region’ that describes how an intermodal interchange can be designed, taking into consideration all the relevant aspects. It highlights the importance of developing a common language and understanding that all the different fields of knowledge can relate to (e.g. traffic engineering, urban design). It suggests a design centred on the most important factor: the perceptions of the people who will use the intermodal interchange (user-focused design).

Trip planners are based on Information and Communication Technologies (ICT) and aim to facilitate and promote multi-modal public transport services. Recently trip planners have also come to include private cars, taxi, and pedestrian information in order to give a more complete picture. Some trip planners also provide additional information, such as cost of the trip (both for public and private alternatives), walking instructions at interfaces, calories burned etc.
The transport authorities ZTM (Warsaw) and VBB (Berlin) developed a transnational trip planner (CAPRICE) that also includes flight schedules in door-to-door trip information between the two cities and beyond. The IDOS multimodal journey planner for the Czech Republic and Slovakia is another example of an advanced and highly consolidated tool (POLITE). The organisational set-up of the IDOS trip planner is a particularly interesting aspect of this Good Practice.

Car2go ‘floating car sharing’ in Ulm (D) of conventional and electric cars is a particularly advanced system making use of smart phone app communication between the customer and the service provider. It creates the possibility to locate and use a shared car without prior reservation and to drop it off anywhere within a designated urban area or region. This new scheme is different from the traditional car sharing schemes and is particularly suitable for quick and short trips in large urban areas. Ulm is the site of the car2go pilot project that is now being implanted in cities such as Amsterdam, Berlin, Milan, Rome, etc.

The ‘Quality Bus Partnership’ in Brighton & Hove (UK) (MMOVE) is a cooperative programme for improving the public transport system through the involvement of the public authority and the operating companies. It is remarkable for the quality and completeness of the measures taken and for the excellent results it has actually achieved.

Offering attractive collective transport in low-density areas is particularly difficult. Several Good Practices took up the challenge. MOG reports an interesting Good Practice in the promotion of intermodality between public transport and a network of bike rental stations located at railway and bus stations in the touristic regions of Lower Austria and Burgenland (AU).

EPTA’s Good Practice ‘Pioneering flexible transport service StradiBus in the Province of Cremona (IT) explores the adoption of flexible services in rural areas. FLIPPER provides a similar approach to this Topic. A specific application developed in Purbach (AU) is based on low-tech solutions and is particularly suitable for rural areas.

An interesting tool for evaluating the applicability of Flexible Transport Systems (demand-responsive) is provided in FLIPPER project. This tool includes:

- a methodology for benchmarking and evaluating flexible services;
- guidelines for planning and designing the Flexible Transport Systems, to carry out tenders, and to optimise the service;
- an analysis of the regulatory framework for Flexible Transport Systems in the different project states.

The D’AIR project provided an interesting example of on-demand service for airport employees with the Good Practice ‘Fileo bus on demand’ in Paris Charles de Gaulle Airport and its transfer to Barcelona airport.

E. Mobility Management

The European Platform on Mobility Management (EPOMM) defines Mobility Management as a ‘concept to promote sustainable transport and manage the demand for car use by changing travellers’ attitudes and behaviour’. Policy measures to encourage individuals to voluntarily change their travel behaviour in favour of more sustainable transport modes are at the core of Mobility Management.

These measures are designated as ‘soft’ measures and include actions such as information and communication, organising services, and coordinating the activities of different partners. Soft measures often enhance the effectiveness of ‘hard’ measures within urban transport (e.g. new tram lines, new roads and new bike lanes). Mobility Management measures – in contrast to hard measures – do not necessarily require large financial resources and may result in favourable cost/benefit ratios.

Mobility Management actions are often neglected within mobility plans. Traditionally, these plans focus on infrastructures, large-scale services, and long-term planning. However, we support the idea (as already underlined above) that all plans should consider actions that support citizens’ behavioural changes and make enduring modifications to the mobility demand possible.

Moreover, Mobility Management techniques can be widely adopted since they are straightforward and do not require significant investments. We found that the INTERREG IVC sustainable transport projects have considered a large number of Mobility Management Good Practices mainly to provide an effective answer to a multiplicity of aspects related to different challenges, such as:
promoting the widespread use of alternative and less impacting modes, such as low emission vehicles, cycling, walking, car and bike sharing, and car-pooling;

fostering new attitudes among the population favouring the exploitation of more rational mobility models;

ensuring consensus by promoting public participation in the transport planning decision-making process;

unlocking the potential of the various modes of transport available and integrating them using mobility plans.

In PIMMS CAPITAL the city of Limerick (IR) reported a Good Practice ‘Planning for Modal Shift in Limerick City’ – that emphasizes an ambitious package of Mobility Management interventions which aim at changing the local modal share in favour of public transport and soft modes. D’AIR presented an enterprise mobility plan specially focused on airport employees at several airports participating in this project.

PIMMS CAPITAL outlines a participative approach to mobility management through the ‘ResSmart’ Good Practice in Stockholm. It is the result of the transfer, within the PIMMS CAPITAL project, of the similar ‘West Midland Integrated Transport Strategy’ and ‘Aktionprogramm EffizientMobil’ developed in different contexts. It aims to develop stable competencies, resources and stakeholder arrangements for Mobility Management. A specific Regional Action Plan for Mobility Management actions has been adopted by all the interested parties. This contains measures such as work travel plans, direct marketing campaigns, and Mobility Management actions during periods of road construction and in new developments. The plan has adopted the ‘corridor approach’, with the objective to improve the quality and range of sustainable travel options coordinating measures along prioritised public transport corridors. This is achieved by forming public/private partnerships along the corridors to share investments and to coordinate the interventions. Relevant measures are also planned together with municipalities along the corridors. At the time of writing, ten regional corridors have been included in the plan.

The ‘walking-bus to school’ (MMOVE) is that addresses the most basic and efficient ecological mode of transport and issues of security, awareness, and modal split. The walking-bus is a form of group transport for schoolchildren. It involves schools organising collective walks from home-to-school following pre-defined routes that includes collecting schoolchildren from their home; the groups are accompanied by adult volunteers. It helps children and their parents to travel in a healthy and inexpensive manner.

INVOLVE presents a similar experience in the ‘Bicibus’ Good Practice in Reggio Emilia (IT). It consists of groups of primary school children who travel to school by bicycle accompanied by at least two adults (parents, volunteers, grandparents). Each group travels along a predefined route which has been made safe and delineated by road surface markings and ‘(bike) bus stops’. In 2010, 565 schoolchildren and 18 primary schools were involved in the Bicibus project. This kind of Good Practice is easily transferable and has already been emulated in many countries like Austria, France, Germany and the United Kingdom.

In MOG there is a special emphasis is placed on an innovative solution that combines the transport of passengers and public goods in an integrated logistic solution. Offering multiple services with the same vehicles and to the same location, special buses equipped for transporting both passengers and goods serve low-demand areas and reduce costs. This practice is easily transferrable because it does not require a very complex organisation or significant investment and can contribute to increasing mobility in rural areas.

In MOG we found another remarkable Good Practice promoting the use of public transport and preventing accidents at night, particularly after festivities. The ‘Owl Night Service’ was developed by the city of Burgos (Spain) and essentially seeks to discourage young people from driving after consuming alcohol or drugs. The measure consists of a night time public transport service (on-demand or with other solutions) operating throughout the most popular entertainment routes.

This kind of measure is relevant for the addressed Topic, but we must underline that different experiments of this kind have not been successful in other environments. This is mainly due to cultural reasons, such as when the use of public transport is not perceived by young people as compatible with their lifestyle. A lot of work has to be done to change this cultural outlook. Moreover, public transport needs a schedule (or to be reserved in the case of on-demand services) and this is not compatible with the needs of night time entertainment. A careful assessment of the services must therefore be carried out before implementation.

The numerous Good Practices of INTERREG IVC projects reveal a widespread application of standard Mobility Management techniques. They are mostly quite traditional techniques that have the advantage of being easily transferrable and of not requiring very complex prerequisites.
F. Intelligent Transport Systems

Intelligent Transport Systems (ITS) play an increasingly central role in transport because they provide an additional opportunity to implement sophisticated policies related to monitoring and controlling traffic and providing complementary services. The majority of the applications for mobility and traffic management are currently based on technological solutions that cut across all the application areas. The spread of smart phones and other portable smart devices in recent years offers the opportunity to provide a whole range of innovative (interactive, real time, multi-operator and multi-modal) information services capable of changing profoundly the interaction between service providers and users.

Nevertheless, the application of technology is not always successful and sometimes it is not financially feasible. Regions need to fully understand the role that these systems can play in enhancing their transportation needs and priorities and analyse the cost/benefit ratio. This task is not always easy and a well-structured methodology is still lacking.

In line with the general trend, many Good Practices examples use ITS as a tool. These examples offer a host of approaches to several different fields, such as integrated ticketing, computer-aided central traffic monitoring systems, video surveillance inside public transport vehicles, sharing of call centres for flexible transport, and on-demand service software.

Some of the technological solutions described are standard applications available on the market and require very little customisation to be transferred; others are more complex, particularly those referring to integrated systems that need to be designed according to local circumstances.

POSSE encourages the use of ITS in sustainable urban policies through the transfer of Good Practices from the United Kingdom and Germany and by supporting the development of appropriate European-wide open specifications and standards. Public bodies can benefit from open-standard architectures and specifications because they can reduce dependence on technology providers. In fact, after supplying a ‘closed’ technological system based on proprietary standards, a provider obtains a dominant position due to the fact that the supplied technology can only be integrated and updated with their technology. This may lead to increasing costs and slower innovation rates. Open standards, on the other hand, introduce common ways of designing and implementing application systems which eliminate or minimise this dependency.

Two main examples of the application of the open standards approach are the ‘UTMC experience in Reading and across the entire UK and the ‘Open-standards and specifications VnetS’ in Munich and other cities.

RITS NET explores the mechanisms of ITS adoption by public bodies and intends to help Local Authorities in defining their priorities for ITS implementation. The project explores the interferences between European directives and national legislation stresses the importance of regional ITS action plans. An interesting example is the ‘mycicero’ application in the Marche Region (IT), a smart phone application that simplifies citizens’ access to several services, including transport.

Finally, ‘Integration of fares’ from Treviso (IT) reported by PIMMS CAPITAL, deals with an e-ticketing system that integrates several different operators and is capable of providing on-board information about the transport services in the region through the ticketing devices (see description in Annexe 4). The integration of fares across different modes and operators is considered one of the best ways to support the use of public transport because it makes intermodality easier and significantly increases the qualitative level of users’ perception of the service.

The above mentioned Good Practices have significant transfer potential and show the successful applications of ITS in solving problems linked to the development of more efficient and user-friendly public and shared transport systems.

Most of the Good Practices are not cutting edge innovations, but they have the advantage of complying with real and detectable needs and of being close to the market, this enhances their potential for replication.
G. Accessible Transport

Accessible transport is generally focused on people with physical disabilities or special needs. This is an often neglected Topic that requires increased attention in order to improve transport inclusiveness within and amongst the regions.

The Good Practice from Île-de-France (CAPRICE) provides a step-by-step approach to improving accessibility in transport networks. The transport infrastructures in this region are old and adapting them to citizens' accessibility needs requires significant investment over the long term. A gradual modernisation plan with the aim of improving accessibility has therefore been established in a process involving all stakeholder associations. The plan focusses on physical improvements of vehicles and stations, appropriate information and personal assistance. It has been implemented according to a priority criteria aimed at ensuring a fair geographical distribution.

CAPRICE also presents the experience in Berlin-Brandenburg, where the interventions were focussed on the provision of good information and personal assistance to mobility-impaired people. For example, the integrated travel planner provides specific information about accessibility of the transport network. Moreover, the problem of boarding trains with wheelchairs was solved in a very simple and effective manner. All underground and S-Bahn stations are equipped with ramps to help persons in wheelchairs to board the train. At each station, ramps are stored on the platform near the driver cabin's position. Passengers in wheelchairs are asked to expect the train at that position and station staff or train drivers are prepared to provide assistance. This system has proven to be much more efficient than more sophisticated technical solutions that often suffered from malfunctioning.

PIMMS TRANSFER proposes a solution for physically and visually impaired persons who benefit from barrier-free paths that are also equipped with tactile or audible markers (see Good Practice “Accessibility in public areas for impaired people in the city of Graz”). This approach is documented in a design handbook available for local use and other city authorities in Austria that wish to emulate this approach. The neighbouring city of Maribor (SI) has adopted the same policy - barrier-free mobility without borders.

MMOVE presented a Good Practice for the improvement of mobility of the visually impaired, especially in relation to transport services. The experience in San Benedetto del Tronto (IT) shows how inexpensive actions can achieve significant results.

INVOLVE dealt with ‘door-to-door accessible transport for impaired people’. This Good Practice involves the provision of ‘Ring and Ride’ door-to-door accessible transport for impaired people in the West Midlands of England in the UK. It enables people to maintain their independence by providing them with access to food shopping, leisure, and other social activities. This is a widespread service provided by several Communities and Municipalities.

We found that in the MOG project the accessibility of physically-impaired individuals in rural areas is approached in several different ways For instance, in Burgos (ES) local associations have developed spontaneous and informal networks to optimise senior and impaired persons transport services based on shared schemes. Another example is the ‘community coach’ in Burgenland (AT) which allows citizens living in rural areas to benefit from transport services to the towns. This initiative is promoted by the municipalities and is a way to foster the inclusion of disadvantaged citizens.

H. Encouraging Low Emission Transport

Low-emission vehicles are vehicles that have a minimum standard of motor emission pollutants. In this field electric vehicles are one of the promising technologies for achieving more sustainable transport. Electric mobility is also currently under the media spotlight and is strongly supported by several local and national initiatives. However, electric vehicles still have a low market penetration, mainly due to the high investment costs that are only justified through high mileage use (which is undesirable). The other constraint is the need for recharging systems. These systems are still not well-dispersed throughout cities and cannot always be installed in private homes. The ideal framework for the introduction of electric vehicles is their introduction in public and private fleets. At this stage, public entities are important in the development of the electric vehicle market because they can promote policies or create conditions to encourage use electric vehicles and by leading by example.

This Topic has been addressed by a limited number of INTERREG IVC Good Practices. Only nine of the Good Practices analysed are related to new trends in vehicle technology.
In SUM, the most interesting Good Practices are those related to the electric charging station network and the cross-border (Spain – Portugal) charging station corridor for electric vehicles: The cross border project MOBI2GRID seeks to develop and implement an integrated and inter-operative cross-border electric mobility system. A pilot experiment is being conducted with electric vehicles in the Vigo-Porto corridor. This is interesting because the ability to charge electric vehicles along the main roadways is essential for inter-urban mobility. Moreover, the interoperability between charging systems and the related interaction with the vehicle in different countries is equally important.

Another notable experience for the diffusion of electric vehicles is the one carried out in Murcia (SUM project). This involved a tender carried out by the Municipality of Murcia for a 20-year contract for street cleaning, waste collection, and waste treatment. The tender established provisions for maximum emission rates for the vehicles used by the winner. This led the winning company to purchase 15 electric vehicles to carry out these tasks. It is an example of support for the introduction of electric mobility.

MOG presents two similar Good Practices related to the use of electric vehicles for tourism purposes in environmentally valuable areas, i.e. Lake Balaton (HU) and the Goreniska area (SI). An interconnected network of routes equipped with charging systems has been created and a promotional campaign for the use of the vehicles has been carried out. In Hungary the promotion involved several tourist structures, including hotels, which acted as contact points with the tourists.

Public bodies have a very important role in promoting the use of low-emission vehicles. They can adopt a variety of actions, even without earmarking significant financial resources to promote the use of these vehicles. INTERREG IVC projects have analysed significant practices from this point of view and reveal some innovative aspects that could be transferred to other situations.

I. Sustainable Transport Awareness Campaigns

The ‘cultural dimension’ of transport is important but often disregarded. An individual’s transport mode habits are only partially the result of rational choices. In fact, our transport decisions are affected by culture, social norms, and personal preconceptions. It is necessary to take into account and, sometimes, to confront these cultural elements in order to prepare mentalities for more rational and more sustainable mobility choices.

Generally speaking, the cultural dimension, although it appears to be intangible and evolving very slowly, is an important success factor of any sustainable transport policy that requires a change in attitudes and behaviours.

An example of Good Practice in the ‘cultural dimension’ is the ‘Local travel plan network in East Anglia’ (UK) of Brighton & Hove presented by MMOVE. This Good Practice consists of a package of measures and initiatives that seek to reduce travel needs. Among others, a specific measure has been developed to promote awareness among citizens about the influence that their modal choices can have on the environment. A specific web application compares the carbon emission footprint when a certain route is travelled with different transport modes (like cars, walking, cycling, car sharing, and public transport) providing the results of each individual choice.

Although some of the Good Practices in promoting the use of public transport are not particularly innovative, they are easily transferable since they consist mainly of communication and promotional initiatives.

Large private companies and public administrations are a typical target of awareness campaigns because they are focal points where a wide audience (all the employees and sometimes visitors) can be reached with very little effort and a single action. Moreover, these bodies are generators of a large amount of systematic mobility for working, and for this reason is an ideal environment for Mobility Management actions. In this sense the INVOLVE reports about the Good Practice ‘Company TravelWise/West Midlands’ – Birmingham (UK) which foresees active support by specialists for companies applying Mobility Management. Companies who implement a Travel Plan are signed up to the ‘Company TravelWise’ scheme. Its members benefit from a range of sustainable travel initiatives and support such as discounted Public Transport season tickets, travel awareness sessions, staff surveys, promotional materials, and journey planning services.
In particular, MOG suggests several related actions targeted at:

- modifying drivers' behaviour by promoting courses for efficient eco-driving for different kinds of drivers (trains, taxis, car drivers),
- attracting tourism using environmentally friendly transport modes (with the eco-mobility initiative, attracting tourists to a discounted Green Weekend using clean mobility means),
- offering alternative mobility for young people in rural areas (particularly in the evening) and sustainable mobility between mountain/rural areas and urban areas.

Awareness campaigns fall within a broad array of Topics and thematic areas. It is therefore difficult to speak about a unique state-of-the-art. The most innovative aspect of the experiences related to this Topic emphasise the integration of several actions within coordinated and long-lasting plans. INTERREG IVC projects can be a showcase for the most interesting experiences at this level by demonstrating Good Practices to other regions and their peers. It is a space for cross-fertilisation and puts innovation to the test of transferability and real life application by using a collaborative learning approach.

3.4 Transferability

Transferability of the Good Practice examples identified by the projects is a crucial point for guaranteeing the possibility to capitalise these experiences and knowledge.

In this respect, we must take into account the specificities of the transportation sector in which a large part of the adopted solutions are focused on, or are at least constrained by, technological aspects (for example vehicles, ICT, fuels, etc.). A significant part of the reported Good Practices is technology-oriented or based on technological solutions. Of course, these experiences can be transferred, and cooperation among regions can be useful, but we must consider that these sorts of applications are independently promoted by the market and pushed by the technology providers.

The analysis carried out demonstrates that the most important and successful field of cooperation among regions within the INTERREG IVC framework is related to strategic matters such as models of governance, planning methodologies, contracts and service management, and other cross-cutting Topics. For instance, we can once again refer to the integration between land use and transport planning, to demand management, to public transport financing, tendering and monitoring, among other issues.

Project leaders and participants identify the ‘intangible elements’ as the most important benefits of participating in the INTERREG IVC project. These elements are:

- significant growth in the staff’s professional skills;
- opportunities to extend and elevate the local debate on strategic issues and policies;
- raising awareness among stakeholders and policy-makers about the solutions that exist.

The detailed analysis demonstrates that the more projects move from planning to implementation, the more the problems are diversified and the solutions standardised. Two typical situations illustrate this phenomenon:

- At the planning level, a few key problems are common to all projects. However, they often present different solutions that are influenced by a range of complex factors. Generally, high-level issues are influenced by the legislation or the administrative organisations in the regions; therefore, in different regions we find that contexts and constraints vary considerably. All these conditions lead to diversified solutions. For example, at the planning level, several Good Practices address similar issues regarding the integration of transport policies and land use planning and the participative approach to transport. However, they have revealed different approaches to this common problem. Some of the projects focus their attention on the integration of organisations. Other projects rely on the involvement of different players through participative fora and initiatives. The same can be said for the Topics concerning the organisation of Public Transport Authorities and related problems (financing, tendering, etc.). In all these cases it is possible to conclude that there are some ‘generic plans’ which have been conceptualised and successfully customised in numerous implementations.

- At the implementation level, many different practical problems have been identified. Nevertheless, solutions are largely based on available technologies that are provided and advertised by the market. For this reason, solutions are often very similar. Moreover, they are often already widely used, tried and tested.
The specificity of the local context is very often mentioned as a barrier for the adoption of external experiences. It should be emphasised that the transfer of Good Practices / policies requires two important conditions:

- strong political commitment;
- the ability to adapt the solutions to the local context.

Of course, the transfer of Good Practices implies the need for rigorous feasibility studies, as well as specific design work. These are the key elements for success. On the one hand, it is rarely possible to transfer a Good Practice without any adaptation; on the other hand, accepting the need for adaptation widens the range of possible transfer options regarding Good Practices from different contexts.

The amount of work and time needed for transfer varies considerably. Soft measures, related to Mobility Management solutions, are typically similar for different regions and encounter fewer barriers and require less time for implementation. For more complex Topics such as the application of flexible transport schemes, Park & Ride solutions, or techniques to internalise external costs, the solutions adopted are more diversified, even though they are based on similar criteria, concepts, and design methodologies. ‘Institutional’ Topics, such as the transfer of transport authorities or regional planning concepts, depend very much on the context and typically need much more time than the duration of INTERREG IVC projects.

Several examples are available in the projects: from the cooperation between big cities like Berlin and Warsaw in defining a tendering scheme for public transport, to the transfer of Mobility Management schemes from Germany to the United Kingdom and from France to Spain, to the concept of implementing and managing an integrated multimodal journey planner in different environments.

Transferability can be facilitated when the projects develop guidelines, manuals, handbooks, specification and process analysis, and other useful tools. These are helpful for allowing Regional and Local Administrations to evaluate the possibility and convenience of adopting certain policies and/or techniques. Some examples:

- A tool for the evaluation of the applicability of Flexible Transport Systems (demand-responsive) is provided by FLIPPER. This tool includes:
  - a methodology for benchmarking and evaluating flexible services;
  - guidelines for planning and designing the Flexible Transport Systems, to carry out tenders, and to optimise the service;
  - an analysis of the regulatory framework for Flexible Transport Systems in the different project states.
- ECOTALE has produced an educational publication that provides a clear explanation of the European ‘Handbook on the estimation of external costs in the transport sector’. This is useful for approaching such a complex problem from a layman’s point of view. Moreover, the project is still on-going and intends to produce ‘Guidelines for transferability for each of a restricted set of selected Good Practices’;
- CATCH-MR has produced a ‘guidebook on intermodality’ that describes how an intermodal interchange can be designed by taking into consideration all the relevant aspects. It highlights the importance of developing a common language and understanding that all the different fields of knowledge can relate to each other (e.g. traffic engineering, urban design). It suggests a design centred on the most important factor: the perceptions of individuals who will use the intermodal interchange;
- An interesting outcome of RITS-NET is the development of a methodology to support local authorities (which are quite varied in population, level of development, etc.) in defining their priorities in ITS development and in merging European directives, national legislation, and local needs. This methodology is targeted at developing ITS action plans for the regions and can be a useful tool for disseminating awareness about ITS and the role it can play in the effective management of transport and mobility among the stakeholders;
- EPTA plans to develop a common model for organising a Public Transport Authority (PTA), taking into consideration the different legislative environments of the different Member States. This common model should be transferable and adaptable in order to be used for the successful setting-up or (re)organisation of a PTA. Moreover, the project produced a Position Paper and a set of Guidelines. They are focused on the creation of the pre-conditions for an effective establishment and organisation of a PTA to improve transport sustainability, reduce energy impacts, promote better use of economic resources, and increase social cohesion. All these issues are very important for all the European Regions and are currently at the centre of attention. EPTA may therefore give a valuable contribution to the European state-of-the-art in this specific field;
CAPRICE documented the development of the transport plan for the Paris and the Ile de France region. This experience is particularly interesting since it provided an example of an integrated transport plan for metropolitan areas which took into consideration environmental variables whilst diversifying and integrating different transport techniques and means. It provides a good example of a systematic approach to defining the needs, targets, and plans covering the whole spectrum of mobility modes and issues and a significant methodological example that can be disseminated to large urban areas. This documentation must be placed within the methodological mainstream of the Sustainable Urban Mobility Plans, which are increasingly assuming greater importance in transport planning techniques all over Europe;

One of the key outputs from POSSE is a set of guidelines, developed through a cross-comparison of partner city/region requirements, on how any European traffic authority might best approach Open Specifications and Standards.

The mentioned results can be of interest for other regions in terms of transferability, since they provide policies and methodologies that with the appropriate instruments and adaptation may be applied elsewhere.

An additional and often mentioned barrier for large-scale transfers is the requirement of significant human and financial resources. On the one hand, the human and financial constraint is surely real, but it should be emphasised that the most effective policies do not always require large financial resources, especially in the framework of funding Programmes such as INTERREG IVC which do not finance capital costs. Moreover, some of the INTERREG IVC projects demonstrated how it is possible to find resources for funding interesting initiatives also through non-conventional methodologies (cooperation with private entities, specific fund-raising, etc.).

On the other hand, the INTERREG IVC projects have revealed that there are numerous policy drivers for the transfer of Good Practice and policies. One of the main drivers in achieving a consensus and commitment to the transfer is the ability to prove the effectiveness of a particular policy or practice. This goal is taken very seriously by many projects and contributes to the added value of the INTERREG IVC projects.

Another very important aspect is the need to provide cost-effective solutions. Accordingly, demonstrating the cost effectiveness and benefits of practices and policies is an important driver for policy transfer. This aspect is generally under-evaluated by the projects’ self-evaluation. The ability to provide information about the cost-related benefits and project complexity should be addressed and considered an important tool for encouraging stakeholder involvement and transfer, and for increasing levels of awareness.

The following Table summarises the main outputs and results achieved by the analysed sustainable transport projects.
### Outputs/results at project level and relevance for other regions:

<table>
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<th>PROJECT</th>
<th>Results at project level</th>
<th>Outputs/results relevant for other regions / broader public</th>
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| CAPRICE     | 1 Good Practice successfully transferred 2 regional/local policies and instruments improved | ✓ 7 thematically focussed workshops  
✓ Produced a Good Practice guide in 3 languages.  
✓ 2 Implementation Reports of procurement schemes in public transport services  
✓ 1 Implementation Report about travel planners |
| CATCH-MR    | 1 regional/local policy and instruments improved                                           | ✓ Produced a ‘Guidebook on intermodality’  
✓ Produced the guide Moving People: Towards sustainable mobility in European Metropolitan Regions.  
✓ Produced policy recommendations in seven languages  
✓ A-S-I strategic approach for public transport (A-Avoid/reduce; S-Shift/maintain; I-Improve)  
✓ Produced a Guide on efficient mobility and sustainable growth in Metropolitan Regions  
✓ Produced a Guide on cycling infrastructures’ architectural design  
✓ Produced a Guide on land use planning and Mobility Management  
✓ Other guides are planned/identified several Good Practice examples in ‘Guidelines for Mobility Management Strategies for Cycling Transport Modes in European Cities’ |
| CycleCities | 3 regional/local policies and instruments improved transfers planned for the next half year | ✓ Developed a common model for organising Public Transport Authorities (PTA)  
✓ Implemented a network about PTA model involving 10 Regions from 9 countries providing knowledge improvement and exchange of experience  
✓ Produced a Position Paper about the establishment and organisation of a PTA  
✓ Carried out several feasibility studies |
| ECOTALE     | 1 regional/local policy and instruments improved                                           | ✓ Implement a sustainable Flexible Transport Systems network involving 11 cities from 7 EU countries and provide a three-year knowledge development, experience exchange and Good Practice promotion platform  
✓ 11 feasibility studies and 5 pilot applications were developed  
✓ A Virtual Library (on-line repository) on Flexible Transport Systems is available online  
✓ A tool for evaluating the applicability of flexible transport that includes a methodology for benchmarking flexible services, guidelines for the planning and design of flexible transport and analysis of the regulatory framework |
| EPTA        | 1 regional/local policy and instruments improved                                           | ✓ Implement a sustainable Flexible Transport Systems network involving 11 cities from 7 EU countries and provide a three-year knowledge development, experience exchange and Good Practice promotion platform  
✓ 11 feasibility studies and 5 pilot applications were developed  
✓ A Virtual Library (on-line repository) on Flexible Transport Systems is available online  
✓ A tool for evaluating the applicability of flexible transport that includes a methodology for benchmarking flexible services, guidelines for the planning and design of flexible transport and analysis of the regulatory framework |
| FLIPPER     | 19 Good Practice examples successfully transferred 3 regional/local policies and instruments improved | ✓ Implement a sustainable Flexible Transport Systems network involving 11 cities from 7 EU countries and provide a three-year knowledge development, experience exchange and Good Practice promotion platform  
✓ 11 feasibility studies and 5 pilot applications were developed  
✓ A Virtual Library (on-line repository) on Flexible Transport Systems is available online  
✓ A tool for evaluating the applicability of flexible transport that includes a methodology for benchmarking flexible services, guidelines for the planning and design of flexible transport and analysis of the regulatory framework |
<table>
<thead>
<tr>
<th>PROJECT</th>
<th>Results at project level</th>
<th>Outputs/ results relevant for other regions / broader public</th>
</tr>
</thead>
</table>
| INVOLVE         | transfers planned for the next half year                                                 | ✅ 6 training courses were promoted  
✅ 9 workshops were promoted in the 9 regions of the project consortium  
✅ Improvement of sustainable transport policies through the exchange of experience and the transfer of Good Practices  
✅ Successful transfer of 8 Good Practices in partners' territories through five pilot projects |
| MMOVE           | 5 Good Practices successfully transferred  
4 regional/local policies and instruments improved                                      | ✅ Successful transfer of E-Biking Mobility and Marketing Concept from another good practice  
✅ Development of several feasibility studies of GP imported from other Regions  
✅ Developed an Policy on-line Toolbox                                                                                                   |
| MOG             | 1 Good Practice successfully transferred  
1 regional/local policy and instruments improved                                          | ✅ Produced a collection of Good Practices focused on sustainable mobility in the EU’s rural areas (each GP has an individual and detailed description) available in the project web site http://www.euromontana.org/en/proj/mog-good-practices.html |
| PIMMS CAPITAL   | 12 Good Practices successfully transferred  
7 regional/local policies and instruments improved                                        | ✅ 32 transfers of 14 Good Practices between 12 regions  
✅ 12 regional Action Plans were developed, supported by Study Visits, and Action Plan workshops, with regional stakeholders and key decision-makers.  
✅ Produced a Guide to the Regional Development Plan for the Stockholm Region RUFS - the big picture  
✅ Produced a Manifesto for Mobility Management  
✅ Developed a database with Good Practices  
✅ 2 pilot projects were developed  
✅ Produced a practical Guide to Implementation Local Travel Plan Networks:  
✅ Produced a Guideline for interchange planning  
✅ 7 mentoring workshops were promoted  
✅ A school challenge was developed with student and teacher booklets  
✅ 3 master classes were developed  
✅ POLITE will result in improved policies, plans and programmes regarding public transport information systems in partner sites, through exchanging experience and strengthening competencies.  
✅ 6 implementation plans for defining local roadmaps for ITS development in the partner Regions  
✅ Policy paper about ‘Policy learning in Information Technologies for Public Transport Enhancement’ |
| PIMMS TRANSFER  | 13 Good Practices successfully transferred  
4 regional/local policies and instruments improved in the field tackled by the operation |                                                                                                                               |
| POLITE          | 6 regional/local policies and instruments improved in the field tackled by the operation  
Calabria Region – includes selected GPs from POLITE in the Regional Transport Plan. Poland – national and 16 regional transport plans includes materials on infomobility. The city of Poznan adopted the SkyCash e-ticketing Good Practice as a result of POLITE | ✅ 6 implementation plans for defining local roadmaps for ITS development in the partner Regions  
✅ Policy paper about ‘Policy learning in Information Technologies for Public Transport Enhancement’ |
<table>
<thead>
<tr>
<th>PROJECT</th>
<th>Results at project level</th>
<th>Outputs/ results relevant for other regions / broader public</th>
</tr>
</thead>
<tbody>
<tr>
<td>POSSE</td>
<td>A number of regions (from the project, as well as external) made aware of the benefits of open systems. Production of Implementation Plans for the transfer cities UTMC and OCA implementation plans. The two good practices – UTMC and OCA - received feedback from project partners on how to improve their systems.</td>
<td>✓ Transfer of experience in the development of ITS open systems and standards. Development of current knowledge. ✓ Produced a guideline on ‘Open Specifications and Standards’ ✓ Production of several Implementation Plans ✓ Collection of case studies that are using open systems and specifications ✓ Good Practice guide on how cities, regions and national bodies can introduce open specifications and standards into their network management systems ✓ UTMC and OCA have enlarged their links with other European stakeholders in the field</td>
</tr>
<tr>
<td>RITS-NET</td>
<td>8 Action Plans for the implementation of regional ITS systems.</td>
<td>Increased knowledge and awareness of ITS instruments to support regional transport policies bringing together private and public players to implement ITS programmes in the regional contexts. ✓ Developed a methodology to support Local Authorities to set priorities in ITS development and to harmonise local, national and European legislations ✓ Availability of a ‘policy tool box’ including o A collection of the European legal and strategic documents about ITS and mobility o Specifications, codes and guidelines about ITS and infomobility o Status of ITS in the states of the partner Regions ✓ 7 thematic workshops (documentation available)</td>
</tr>
<tr>
<td>SUM Project</td>
<td>Several Good Practices special devoted to electric mobility, biofuels and other low environmental impact fuels. 6 regions with implementation plans.</td>
<td>A guideline of Good Practices related with electric mobility, Biofuels and other modes were developed Several Implementation Plans were developed and are presented on the project web site.</td>
</tr>
<tr>
<td>D’AIR</td>
<td>Regional/local policies and instruments addressed 4 Good Practices successfully transferred</td>
<td>In-depth knowledge on CO₂ reduction linked to CO₂ neutrality of airport operator activities and surface accessibility, and also on related policies of 10 regions; important insights into improving these policies</td>
</tr>
</tbody>
</table>
3.5 Core pre-requisites for successful implementation

The INTERREG IVC framework offers a large number of opportunities for Good Practices and policy transfer. Transferability has been discussed in the previous section. However, successful transfer and implementation generally requires a set of local pre-requisites:

✓ Assessing awareness and ensuring a clear statement of the critical issues -
   The process should start with identification of the Topic(s) it addresses and enabling a thorough understanding of the local context, an assessment of needs, and a clear analysis of the problems to be solved. If local authorities and stakeholders are not aware of problems to be solved, they will not consider looking for solutions. Regional policies are not always driven by such an exhaustive analysis and identification of the problems. Solutions are usually adopted under the pressure of specific stakeholder groups or based on sector analyses.

✓ Adopting a clear and integrated vision of the transport system -
   Changing the structure of accessibility and transport in a city or region is a complex and long-term objective. It implies coordinating many different actions, the availability of infrastructures and vehicles, and requires implementing long-term actions in several integrated steps. Each of these steps can achieve partial results in the desired direction if they are effectively integrated and coordinated.
   Traditionally, mobility planning has been centred on infrastructure for road vehicle transport. However, many issues such as environmental protection, economic development, and social cohesion are now being integrated into planning. Currently, almost all Member States request regional or local authorities to be responsible for developing integrated mobility plans. These plans should constitute the main framework for the development of regional sustainable mobility policies.

✓ Assessing managing capacities -
   Regional sustainable transport policy implementation is not only a matter of political choice, but also requires personnel with high-level professional skills who can manage the complexity of the transformation processes. Due to the cross-cutting dimension of transport, the implementation of policies requires expert involvement in order to assess Good Practices in all the dimensions of sustainability (social, economic and, environmental) and to provide the appropriate guidance for successful implementation.

✓ Achieving consensus and political support -
   The last pre-requisite for the implementation of regional policies is the achievement of an adequate level of consensus among stakeholders. The greater the planned transformations are, the more important it is to avoid conflicts and resistance to effective and long-lasting changes. Participatory techniques for involving stakeholder groups in the decision-making process are crucial for the implementation of a successful sustainable transport policy. They both ease the implementation and encourage sharing of decisions and responsibilities.

We recommend that regions interested in participating in the INTERREG IVC Programme in future ensure that the aforementioned pre-requisites are met in order to assure the success of their participation. However, for several European Regions, particularly those that have never participated in INTERREG IVC projects, this participation can also be an important occasion to achieve one or more of these pre-requisites. Since INTERREG IVC is devoted to knowledge transfer, it is particularly appropriate to help develop these conditions.

In reviewing the analysed projects and the regions that have already participated, it seems that the majority of the regions have their own general policy framework in the field of accessibility and mobility. Participation in the INTERREG IVC Programme is generally specifically intended to improve this policy framework by strengthening their management capacity and improving their governance skills. For this reason, several regions have focused their projects on Topics related to planning issues.
3.6 Synergies among the projects

Cooperation among projects is a very important tool for improving their effectiveness and their results. In this sense, we can observe that the analysis has shown excellent opportunities for synergies among INTERREG IVC sustainable transport projects. In this context, ‘synergies’ means only the possibility of mutual learning from other project’s experiences, not actual cooperation between projects that have been finalised.

Cooperation and integration, or at least taking advantage of the practices already carried out by other INTERREG IVC projects or in the framework of other EU programmes, can benefit the projects.

On the other hand, there are also barriers to the development of these strategies and drivers that can help to overcome the difficulties. This section proposes an overview of these issues and formulates general suggestions in order to explore synergies between the projects.

Opportunities for win-win cooperation within INTERREG IVC sustainable transport projects

Opportunities for synergies exist where one project can contribute to the success of other projects and receive a contribution for its own success in the process. Such situations can occur under a variety of circumstances.

To illustrate this diversity some examples emerged from the INTERREG IVC sustainable transport projects:

- Projects dealing with the same or similar issues can pool their activities and, therefore, enlarge the resource base for each of the projects involved. This also enables each of the projects to further develop their specific sub-topics and to deliver a better overall result. Typical examples for such Win-Win opportunities are EPTA and other projects exploring the missions and tools of Public Transport Authorities. In this case EPTA can gain experience from the cases outlined by CAPRICE and CATCH-MR.
- Other opportunities for synergies between projects arise at the cross section of projects that deal with the technicalities of specific tools and approaches and others that focus on specific needs and applications that test these tools. For instance, FLIPPER has developed a comprehensive toolbox for Demand Responsive Transport (DRT), while MOG is experimenting with DRT in very low density rural areas. POSSE develops the general approach of open standards in Intelligent Transport Systems (ITS), which may inspire several other ITS related projects, which in return help to further ‘catalyse’ the open standards movement. Some level of cooperation could exist between POSSE and RITS-NET: In fact, the latter aims at helping Public Administrations to define their master plan for the development of ITS systems; learning how to evaluate and use open standards and what their benefits could be would be important in this perspective. Productive cooperation could develop between RITS-NET and POLITE in the field of ITS.
- Some projects build on the work of former projects such as PIMMS (INTERREG IIIC), PIMMS Transfer, and PIMMS Capital. This has gradually enriched the experience and output on similar Topics.
- Finally, some projects have developed or are seeking to develop horizontal methodologies or approaches that could be successfully used not only by the ongoing projects, but also by future projects. We should mention ECOTALE, with its approach to the internalisation of external costs; its findings could be transferred to projects dealing with the planning of transport infrastructures and measures (for example EPTA, POLITE, D-AIR, RITS-NET, and MOG). Another example of a ‘horizontal methodology’ is the use of cost/benefit analysis to better inform the transferability potential of Good Practices and policies (that should be a common issue to the great majority of the projects).
- The same can be claimed for the experience on participative planning and design reported by the CATCH-MR project. This experience could provide a reference model for several planning/design processes. We can also include the above mentioned findings in the POSSE and RITS-NT projects in this category.

However, there are more opportunities for synergies which do not require a strong link between the Topics covered by the projects engaging in win-win activities. For example, in November 2012 three INTERREG IVC projects organised a common event in Prague, and it made sense to bring together projects dealing with issues such as the de-carbonisation of airport operations (i.e. more sustainable mobility around airports) (D’AIR), the new roles and methods of Public Transport Authorities (EPTA), and private sector involvement in Mobility Management (INVOLVE). Nevertheless, this joint event would probably not have taken place without the participation of the partners from the of Prague region in each of the three projects.
Drivers and barriers for win-win strategies

There are several barriers to the above described win-win strategies, namely:

- Project work-plans may be set before the actual opportunities for win-win activities are identified. They might not therefore take into account and allocate budgets for joint-activities with other projects;
- Eventual cooperation opportunities perceived during the project’s development may imply radical modifications of the work-plan. However, changing the work plan is not always straightforward and easily achieved;
- Project partners might be more interested in the direct benefits to their own project than in less certain additional benefits from win-win activities.

These barriers should be overcome since they are contrary to the general priorities of EU project policy (openness, transparency, cooperation, efficiency, etc.). Drivers for win-win strategies are in line with such values. Work programmes usually have work packages that could immediately benefit from win-win strategies, especially those related to dissemination and exploitation.

All in all, projects do benefit from the exchange of experiences and substantive discussions with their peers from other projects in the initial stages. This is clear in the views expressed by the projects’ representatives in the ‘Capitalisation Workshops’. According to them, this kind of informal networking between projects should be organised more often and at earlier stages of the projects.
4. Key Policy Recommendations and Conclusions

In this final chapter we summarise the key policy messages and recommendations for improving sustainability in the transportation sector.

Transport, i.e. the mobility of people and goods, plays a key role in social, economic and environmental systems. The optimisation of mobility in these three dimensions of sustainable development continues to challenge decision-makers, stakeholders, and citizens alike. The key challenges are:

- **Economic**: Transport is a fundamental input to economic activity and the creation of wealth. It also generates tremendous direct and indirect costs for public institutions, businesses and households;
- **Environmental**: Transport accounts for a large share of our global energy consumption, infrastructures, and land use. Hence, it is a significant burden on air and water quality, as well as on biodiversity; In addition, it contributes significantly to GHG emissions;
- **Social**: While cultural critique attracts attention to the pitfalls of a hyper-mobile society, the lack of mobility is a factor of social exclusion and segregation; not to mention the social burden of insufficient safety and security of our transport systems.

Regional policies must reconcile and optimise these varied and often conflicting aspects of sustainable transport objectives and challenges.

Sustainable transport policy objectives can be formulated and addressed through European strategies, through regional transport governance, and of course at the operational level. Operational projects that are co-funded by European or national institutions, initiated at the regional level, and implemented 'on the ground' should effectively address the policy objectives of all three levels and in co-operation with the main stakeholders on each level.

4.1 Key Policy Recommendations

**European strategies**

Design truly strategic projects

In the field of sustainable transport, regional authorities are in the strategic position that enables them to initiate and orchestrate such policies and projects of European importance.

EU programmes are drivers for innovation and the transfer of Good Practice, but legislation and policy can also be a barrier to their effective transfer. There is a need to harmonise legislation further within the EU - at least for those aspects that contribute to setting up an internal market. But the approach to harmonisation must not be exclusively top-down. A bottom-up process rooted in lively exchange of experiences and collaborative problem-solving is necessary to make regulations relevant for real needs and contexts.

**Regional Transport Governance**

Integrate land use and transport planning

Land use and transport are intimately connected just like hard and soft tissues or proteins, minerals and beneficial bacteria in a living organism. They evolve together and policymakers must address them as one. This reality is widely acknowledged in theory. In practice, academic and administrative structures as well as political decision making processes still tend to treat these matters separately.

Our recommendation for public authorities is to translate theory into practice and to combine land use and transport planning processes. The following are two examples of Best Practice in integration:

- **PIMMS CAPITAL** features the Regional Transport, Mobility Management and Spatial Planning in Stockholm as a prominent example of integrated planning. The project includes transport and land use infrastructure, as well as Mobility Management actions within a single Regional Development Plan;
- **CATCH-MR** presents the German Länder of Berlin and surrounding Brandenburg which have approved corresponding regional legislation for defining a common regional planning process for transport and land use, as well as a joint administrative body in charge of its implementation.
Strengthen planning capacities

The importance of human resources in planning and implementing innovation processes should not be underestimated. The level of professional skills required is very important for the processes to be successful. Building a professional team and encouraging its development is essential.

A regional transport authority that is fully involved in all spatial planning processes provides a stimulating and supportive framework for public transport operators, other stakeholders and users. It can be the focal point of a sustainable transport development strategy. The coordination of such complex processes requires individual and collective capacity. Lack of capacity can lead to the failure of even the best policies.

We recommend that policy ambitions should always be backed-up by adequate technical and administrative capacities.

Cooperate on the scale of the ‘transport region’

A transport region or ‘daily commuting system’ is the ideal scale for the development of a coherent and effective sustainable transport policy. The limits of a transport region may coincide with the limits of the political and administrative regions. But often this is not the case: small cities or regions only cover a portion of the transport region which they are part of, while large administrative regions may cover parts of several daily commuting systems.

The recommendation resulting from the continent-wide inter-regional cooperation for local and regional authorities is that regional and local authorities should first and above all cooperate with the regional and local authorities in their own transport region.

✓ CATCH-MR presents the Gothenburg region’s initiative to create an informal association of thirteen municipalities, with the purpose of facilitating cooperation amongst local decision-makers and reaching a common vision on all issues relating to land use and transport planning;
✓ MOG addresses problems in rural and mountainous regions, such as the Auvergne Région in France that has helped the départements it encompasses to develop a coherent local transport policy that complements regional train services.

Set-up transport authorities

Competition between different modes of transport certainly stimulates the transport services market. However, this dynamic should also be integrated into the planning and contracting process and be organised in a manner that is designed to create synergies between the various complementary and competing transport modes and operators. This is the role of the regional multi-modal transport authority.

✓ The EPTA, as its acronym ‘European Public Transport Authorities’ indicates, is entirely devoted to Good Practice in the field of regional transport authorities;
✓ POLITE has analysed the development of an advanced multi-modal, door-to-door, real-time journey planner with a particular attention on the organisational and managerial pre-requisites for setting up similar applications.

Include new and complementary modes into the transport policy ‘tool-box’

Each Region has specific mobility needs and opportunities. The availability of a variety of alternative modes of transport and transport services is essential a shift from the car – in particular one driven alone – to more sustainable solutions. Public and shared transport is the backbone of sustainable transport systems on the regional scale, but it rarely provides door-to-door or ‘last mile’ services and therefore depends on walking and cycling as the necessary complement to mass transport services and for short distances.

Transport authorities should design not only traditional public transport solutions in their plans, but also develop a long-term strategy for integrating non-conventional modes of transport such as active modes (cycling and walking) and non-conventional modes (car sharing, car-pooling, bike sharing, on-demand services, etc.).

✓ For example, D’AIR and FLIPPER explore Demand Responsive Transport systems to overcome the gap between supply and demand in order to make public transport more effective, inclusive, and sustainable. More interactive transport services, such as (shared) taxis also have an important role to play;
PIMMS Capital and MMOVE use soft modes as a way to enhance and diversify the public transport supply.

The cultural dimension

The cultural dimension of transport must not be neglected. Changing attitudes and social perceptions are prerequisites for changing mobility behaviours. Public authorities and officials have an important function as role models. They should act as ‘trend setters’ and not limit themselves to ‘preaching’ new behaviour.

It is important to include citizens in the development of new projects and plans. In particular the inclusion of younger and the older generations in the policy making process can contribute to the dynamic and long-term success of the process. A constructive dialogue between citizens, organised stakeholders and decision-makers from the beginning of the planning process can ensure public support for innovative and challenging projects.

The participative approach is very time consuming and requires significant efforts, but it does make the subsequent implementation processes easier and more effective.

Examples of successful participatory planning are provided by the CATCH-MR and PIMMS Capital projects.

Enable sustainable transport policies

Administrative bodies and smart planning processes are not enough. Making and implementing policy requires dealing with regulations and budgets. We cannot expect mode choices to shift toward walking, cycling and public and shared transport while budgets are predominately allocated to roads and parking for cars.

The availability of economic resources for sustainable mobility system is fundamental. Besides the general budget, resources can also be mobilised through specific transport taxes and road pricing. Nevertheless, resources should also be used in more efficient ways and the unitary cost of the services supplied should be reduced.

The last and decisive recommendation for regional governance is therefore to mobilise and shift the legal and budgetary resources toward sustainable transport goals. Consider a goal of 60% modal share for active modes (i.e. walking and cycling): it could probably be achieved if 60% of the infrastructure investments were redirected towards active-mode friendly infrastructure. It cannot be achieved if only 6% of the infrastructure budget is dedicated to active modes.

- CATCH-MR reports the Oslo Good Practice with its pricing schemes for cars entering the urban cordon. These revenues are now partially used to finance and improve the public transport system;
- ECOTALE, through several Good Practices, has shown how the reduction of externalities from transport can be addressed during the planning phase of every intervention of the mobility system.

Operational Level

Promote public and shared transport

Even when the regional governance of public transport is well organised, much remains to be achieved at the operational level. Public transportation is still too often designed and administered as a take-it-or-leave-it fallback option. In other cases, public transport has been improved significantly through a series of incremental measures and potential users do not realise how good public transport in their city actually is. Promotional campaigns can help to fill this awareness gap. But generally speaking, public transport must prioritize the improvement of its current service levels, service quality and user friendliness.

Our recommendation is to invest boldly in order to improve public transport – significantly – as well as to raise awareness and educate users/potential users.

- MMOVE includes the Good Practice ‘Local travel plan network in East Anglia’ – Brighton & Hove, which provides a package of measures and initiatives that seek to reduce and improve the management of transport needs. Particular emphasis is placed on raising awareness among citizens about the influence that modal choices can have on the environment.
Build Intelligent Transport Systems (ITS)

ITS is often described as the use of Information and Communication Technology (ICT) in the transport sector. Technology is of course an important ingredient found in virtually all modern transport solutions, but it is insufficient to build truly intelligent transport systems.

INTERREG IVC projects yield two important recommendations in regard to ITS.

1. First, it is important to bear in mind that ITS provides smart tools rather than intelligent policies and that policies must remain inclusive of persons who have not and will not use smart phone assistance for all their basic tasks. ITS is therefore no panacea for the transport problem, but can be used for certain purposes within larger systems of intelligent transport management that also include non-ICT components.

2. Second, the ‘ITS revolution’ is still in its beginnings. Larger ITS systems should therefore be designed in ways that allow for their continued development through add-ons and partial replacement of some components delivered by a variety of technology providers. Open standards shared by many component and application developers help to ensure this possibility to evolve gradually and constantly.

- POSSE provides a clear view of how open standards allow for significant cost savings and better technical performance.
- RITS-NET has focused on a methodology that helps Local Authorities to define their priorities in ITS development, taking into account European directives, national legislation, and local needs. As an example of a concrete application, in the Italian Regione Marche, the ‘myCicero’ smartphone application seeks to provide a single gateway for different services, such as parking payment, public transport ticketing, taxi, shopping and other service payments, infomobility, tourist information, etc.

Develop new mobility services

Mobility services are a good example of the ICT revolution. The basic concepts of virtually all new mobility services have been revisited since the beginning of the ICT age: demand responsive buses, ride sharing, car sharing, and public bikes have existed before, but ICT takes them to a new level of performance and user acceptance. New mobility services are becoming mainstream and make a sizeable contribution to modern cities’ mobility systems. They will continue to evolve and sooner or later, visions such as the driverless electric taxi will become real possibilities.

Our recommendation: New mobility services are becoming standard features in the urban and regional mobility mix, significantly improving the daily mobility of their users. New mobility services support the inclusion of mobility impaired persons, the promotion of cycling and public transport, and the restriction of car traffic and parking in dense areas. However, they do not replace the core policies rebalancing the entire transport infrastructure toward greater sustainability.

- D’AIR addresses the carbon emissions of airport activities. Trips to and from airports by travellers and airport staff are an important challenge in this respect, as conventional public transport does not easily adapt to the work shifts and decentralised locations of airport staff. As part of this project, demand-responsive public transport solutions were developed around Charles-de-Gaulle Airport and then transferred and further developed at Barcelona airport in El Prat Llobregat.
- SUM includes the Good Practice of a waste removal operator which won a 20 year public service contract in Murcia (ES). The most surprising feature of the proposal was the inclusion of 15 electric vehicles in the fleet. These electric-powered waste lorries were subsidised by a national grant for the purchase of electric vehicles. The vehicles are still working.

Mobility Management can be a tool for improving policies

We must all manage our own daily mobility, as well as our weekly household routines. Businesses could never afford to ignore the mobility issues of their staff, customers and service providers. But things have become more complicated over recent decades, as chains of activities have become more complex, distances between activities longer, time more valuable, mobility challenges more pressing, and the array of possible solutions larger. As a result, Mobility Management has become an area of expertise and a service concept in its own right.
Our recommendation: Mobility Management is not a substitute for effective sustainable transport systems that meet users’ needs and can be used easily, without additional management and advice. However, while Mobility Management is becoming an important standard feature of the transport planning tool box, it should remain pragmatic: make sustainable mobility work now, despite the handicaps of existing mobility systems, and make the case for sustainable transport, starting with integration between transport and land use planning.

✓ PIMMS CAPITAL presents ‘Planning for Modal Shift in Limerick City’ (IRL). It makes extensive use of Mobility Management tools to achieve its modal shift objectives.

Parking Management

In urban and suburban settings especially, the consumption of public space by cars is still a severe problem. Restrictive parking policies and the provision of alternatives to car use are necessary complements to traffic control in urban sustainable transport policies. Our recommendation is to always remember that traffic issues are only the tip of the iceberg of urban planning challenges.

✓ POSSE presented a Good Practice that promotes smart parking systems based on electronic detection of free parking spaces.

4.2 Conclusions

A prerequisite to the effective transfer of a Good Practice or a specific policy from one region to another is rigorous feasibility analysis before engaging in the actual transfer process. This should address – but not be limited to – the following:

✓ The state-of-the-art in the domain for which a transfer of Good Practice is envisaged. The ‘best’ Good Practice for effective transfer and innovation at the receiving end is not necessarily the latest ‘cutting edge’ practice, but the Good Practice with the highest potential added value and best chances for success.

✓ Has it been done before? If a Good Practice has already been adapted and transferred then researching this can provide valuable insights for a better understanding of the issues and trends associated with this Good Practice, by:
  o Studying the local conditions of the different instances where the same Good Practice has been implemented, as this can provide insight as to how it would probably have to be adapted to a new context;
  o Identifying the critical core elements of the Good Practice that cannot be modified without major risks for the effectiveness of the Good Practice. At the same time, it is important to identify those elements that probably should be customised in order to achieve similar results as in the original context. Lastly, can the Good Practice be improved?

✓ Do not underestimate the transfer challenge, Good Practices are hard to develop in the first place and their transfer requires commitment, investment, and the right mix of skills around the table.

✓ The business case, impact assessment and evaluation.

✓ Last but not least - the partnership dimension. A key factor of success in any major policy undertaking is stakeholder involvement and engagement in the project. A partnership approach can contribute to improving the project, and is a way of avoiding possible future resistance.
## 5. ANNEXES

### Annexe 1: Sustainable transport projects overview

15 projects:

<table>
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<tr>
<th>Project acronym</th>
<th>Project name</th>
<th>Detailed topic</th>
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<tbody>
<tr>
<td>CAPRICE</td>
<td>Capital regions integrating collective transport for increased energy efficiency</td>
<td>Support for energy efficiency in public transport</td>
</tr>
<tr>
<td>CATCH-MR</td>
<td>Cooperation Approaches to Transport Challenges in Metropolitan Regions</td>
<td>Support for ‘greening’ of transport</td>
</tr>
<tr>
<td>CycleCities</td>
<td>European cities for integrating cycling within sustainable mobility management schemes</td>
<td>Integration of cycling into urban mobility management schemes.</td>
</tr>
<tr>
<td>ECOTALE</td>
<td>External Costs of Transport and Land Equalisation</td>
<td>Introducing criteria and policies for a wider internalization approach considering land use and environmental planning</td>
</tr>
<tr>
<td>EPTA</td>
<td>European model for Public Transport Authority as a key factor leading to transport sustainability.</td>
<td>Increasing public transport sustainability focusing on environmental, energy and economic aspects</td>
</tr>
<tr>
<td>FLIPPER</td>
<td>Flexible Transport Services and ICT platform for Eco-Mobility in urban and rural European areas</td>
<td>Improvement of flexible transport services against pollution</td>
</tr>
<tr>
<td>INVOLVE</td>
<td>Involving the private sector in Mobility Management</td>
<td>Increasing modal shift towards more sustainable forms of travel to and in business areas</td>
</tr>
<tr>
<td>MMOVE</td>
<td>Mobility Management oVer Europe : Changing Mobility Patterns</td>
<td>Change in the management of mobility with soft measures</td>
</tr>
<tr>
<td>MOG</td>
<td>Move On Green</td>
<td>Improving regional policies in sustainable transport in mountainous &amp; rural areas</td>
</tr>
<tr>
<td>PIMMS CAPITAL</td>
<td>Capitalising on Partner Initiatives in Mobility Management Services</td>
<td>Transfer of Mobility Management Good Practices into Structural Funds regional programmes</td>
</tr>
<tr>
<td>PIMMS TRANSFER</td>
<td>Transferring Actions IN Sustainable mobility for European Regions</td>
<td>Promotion of alternative modes of transport to cars</td>
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<tr>
<td>POLITE</td>
<td>Policy Learning in Information Technologies for Public Transport Enhancement</td>
<td>Providing travellers with adequate &amp; complete information on Public Transport services</td>
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<td>Promotion of Open Specifications and Standards in Europe</td>
<td>Encourage the use of Intelligent Transport Systems for sustainable urban policies</td>
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<td>Fostering sustainability of regional transport policies via the use of Transport Telematics or Intelligent Transport Systems</td>
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<td>Sustainable Urban Mobility</td>
<td>Promotion of sustainable mobility in urban areas (using electric vehicles)</td>
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### Project acronyms

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<th>Ending date</th>
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| 167             | 20,367,230         | 26,482,736        |

### Notes

5 Representing 22 Member states + Norway
6 LP: Lead Partner
7 RIP: Regional Initiative Project
8 CAP: Capitalisation Project
**Projects (RIP) do not always result in the transfer of Good Practices, but they always have to identify Good Practices with view to improving policies**

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<tr>
<th>Project acronym</th>
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<th>No. of regional / local policies and instruments addressed</th>
<th>No. of good practices identified by Regional Initiative Projects</th>
<th>No. of regional / local policies and instruments improved or developed</th>
<th>No. of good practices successfully transferred within Regional Initiative Projects</th>
<th>No. of staff members with increased capacity (awareness / knowledge / skills) resulting from the exchange of experience at interregional events</th>
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* Projects (RIP) do not always result in the transfer of Good Practices, but they always have to identify Good Practices with view to improving policies

** No. of Good Practices already identified and made available to regional and local actors involved in Capitalisation projects

*** No. of action plans developed under Capitalisation projects

---

### Indicators - as of end 2013

#### Outputs

<table>
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<tr>
<th>No. of regional / local policies and instruments addressed</th>
<th>No. of good practices identified by Regional Initiative Projects</th>
<th>No. of regional / local policies and instruments improved or developed</th>
<th>No. of good practices successfully transferred within Regional Initiative Projects</th>
<th>No. of staff members with increased capacity (awareness / knowledge / skills) resulting from the exchange of experience at interregional events</th>
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<td><strong>Public Authorities Governance level</strong></td>
<td><strong>Number of partner per country</strong></td>
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<td><em>Bodies governed by public law</em>: e.g. Regional and local development agencies, Public universities etc.</td>
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**Number of partner per country**

- Partners

---

43
Annexe 2: Sustainable transport project partners Map
Annexe 3: Sustainable transport projects factsheets

1. CAPRICE
Capital Regions Integrating Collective transport for increased energy Efficiency

Support to energy efficiency in public transports:

**PROJECT DETAILS**

**Priority:** Environment and risk prevention  
**Theme:** Energy and sustainable transport

**TYPE OF INTERVENTION**

**Type of intervention:** Regional Initiative Project  
**Duration:** 01/10/2008 - 30/06/2011  
**Website:** [www.caprice-project.info](http://www.caprice-project.info)

**BUDGET**

**Total budget:** EUR 1,110,368  
**ERDF contribution:** EUR 885,467.95

**PARTNERSHIP**

<table>
<thead>
<tr>
<th>Country</th>
<th>Institution, Town</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Germany</td>
<td>Public Transport Authority of Berlin-Brandenburg, Berlin</td>
</tr>
<tr>
<td>2 Lithuania</td>
<td>MUNICIPAL ENTERPRISE ‘SUSISIEKIMO PASLAUGOS’ (MESP), Vilnius</td>
</tr>
<tr>
<td>3 Poland</td>
<td>City of Warsaw – Warsaw Transport Authority, Warszawa</td>
</tr>
<tr>
<td>4 Romania</td>
<td>Bucharest Municipality, Bucuresti</td>
</tr>
<tr>
<td>5 France</td>
<td>Organising Authority for Public Transport in Ile-de-France, Paris</td>
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</table>

Lead partner:

Public Transport Authority of Berlin-Brandenburg  
Hardenbergplatz 2  
10623, Berlin  
GERMANY
2. CATCH-MR
Cooperative approaches to transport challenges in Metropolitan Regions

Support to greening transports:

**PROJECT DETAILS**

**Priority**: Environment and risk prevention

**Theme**: Energy and sustainable transport

**TYPE OF INTERVENTION**

**Type of intervention**: Regional Initiative Project

**Duration**: 01/01/2010 - 31/12/2012

**Website**: www.catch-mr.eu

**BUDGET**

**Total budget**: EUR 2,004,603

**ERDF contribution**: EUR 1,394,002.67

**Norwegian contribution**: EUR 103,526

**PARTNERSHIP**

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</tr>
<tr>
<td>Hungary</td>
<td>Budapest Transport Association Co., Budapest</td>
</tr>
<tr>
<td>Norway</td>
<td>City of Oslo, Department for Environmental Affairs and Transport, Oslo</td>
</tr>
<tr>
<td>Norway</td>
<td>Akershus County Council, Department of Regional Development, Oslo</td>
</tr>
<tr>
<td>Austria</td>
<td>Vienna City Administration, Municipal Department 18, Vienna</td>
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<tr>
<td>Austria</td>
<td>Government of Lower Austria, Department for Spatial Planning and Regional Policy, St. Pölten</td>
</tr>
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<td>Italy</td>
<td>Province of Rome, Roma</td>
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<tr>
<td>Italy</td>
<td>BIC Lazio SpA – Enterprise Europe Network, Roma</td>
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<td>Sweden</td>
<td>The Göteborg Region Association of Local Authorities (GR), Gothenburg</td>
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<td>Regional Development Agency of the Ljubljana Urban Region, Ljubljana</td>
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<td>Scientific Research Centre of the Slovenian Academy of Sciences and Arts, Ljubljana</td>
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<tr>
<td>Hungary</td>
<td>BKK Integrated transport-organising authority of Budapest, Budapest</td>
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**Lead partner:**

Joint Spatial Planning Department Berlin-Brandenburg
Lindenstrasse 34a
14467, Potsdam
GERMANY
3. CYCLECITIES
European cities for integrating cycling within sustainable mobility management schemes

Integration of cycling into urban mobility management schemes:

**PROJECT DETAILS**

**Priority:** Environment and risk prevention  
**Theme:** Energy and sustainable transport

**TYPE OF INTERVENTION**

**Type of intervention:** Regional Initiative Project  
**Duration:** 01/01/2012 - 31/12/2014  
**Website:** [http://www.cyclecities.eu/](http://www.cyclecities.eu/)

**BUDGET**

**Total budget:** EUR 1,599,859  
**ERDF contribution:** EUR 1,304,743.9

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Lead partner:

Municipality of Piraeus  
Dragatsi 12, Korai square  
185 35, Piraeus  
GREECE
4. ECOTALE
External Costs of Transport and Land Equalisation

Introducing criteria and policies for a wider internalization approach considering land use and environmental planning:

**PROJECT DETAILS**

**Priority:** Environment and risk prevention  
**Theme:** Energy and sustainable transport

**TYPE OF INTERVENTION**

**Type of intervention:** Regional Initiative Project  
**Duration:** 01/01/2012 - 30/06/2014  
**Website:** www.ecotale.eu

**BUDGET**

**Total budget:** EUR 1,543,663  
**ERDF contribution:** EUR 1,216,714.59

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<td>France</td>
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**Lead partner:**

Alma Mater Studiorum - University of Bologna Department of Architecture  
Viale Risorgimento n. 2  
40136, Bologna  
ITALY
5. EPTA

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

Increasing public transport sustainability focusing on environmental, energy and economic aspects:

PROJECT DETAILS
Priority: Environment and risk prevention
Theme: Energy and sustainable transport

TYPE OF INTERVENTION
Type of intervention: Regional Initiative Project
Duration: 01/01/2012 - 30/06/2014
Website: www.eptaproject.eu

BUDGET
Total budget: EUR 1,346,448
ERDF contribution: EUR 968,776.62
Norwegian contribution: EUR 61,700

PARTNERSHIP

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<td>POLIS - Promotion of operational links with integrates services, International Association, Bruxelles</td>
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6. FLIPPER
Transport Services and ICT platform for Eco-Mobility in urban and rural European areas

**Improvement of flexible transport services against pollution:**

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**Lead partner:**
SRM – Networs and Mobility (Public Transport Authority Bologna)
Via A. Magenta, 16
40128, Bologna
ITALY
7. INVOLVE
Involving the private sector in Mobility Management

**Increasing modal shift towards more sustainable forms of travel to and in business areas:**

**PROJECT DETAILS**
Priority: Environment and risk prevention
Theme: Energy and sustainable transport

**TYPE OF INTERVENTION**
Type of intervention: Regional Initiative Project
Duration: 01/01/2012 - 31/12/2014
Website: www.involve-project.eu/

**BUDGET**
Total budget: EUR 1,849,617
ERDF contribution: EUR 1,440,911.84

**PARTNERSHIP**

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</tr>
</thead>
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<tr>
<td>Spain</td>
<td>Regional Transport Consortium of Madrid, Madrid</td>
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*Lead partner:*
traffiQ – Public Transport Authority
Stiftstr. 9-17
60313, Frankfurt am Main
GERMANY
8. MMOVE

Mobility Management over Europe

Change in the mobility's management:

PROJECT DETAILS

Priority: Environment and risk prevention
Theme: Energy and sustainable transport

TYPE OF INTERVENTION

Type of intervention: Regional Initiative Project
Duration: 01/11/2008 - 31/01/2012
Website: www.mmove.eu

BUDGET

Total budget: EUR 1,851,264
ERDF contribution: EUR 1,438,007.59

PARTNERSHIP

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Lead partner:

Municipality of Reggio Emilia
Piazza Prampolini,1
42121, Reggio Emilia
ITALY
9. MOG
Move On Green

Improving regional policies on sustainable transport in rural areas:

**PROJECT DETAILS**

**Priority:** Environment and risk prevention  
**Theme:** Energy and sustainable transport

**TYPE OF INTERVENTION**

**Type of intervention:** Regional Initiative Project  
**Duration:** 01/01/2012 - 31/12/2014  
**Website:** [www.moveongreen.eu](http://www.moveongreen.eu)

**BUDGET**

Total budget: EUR 1,621,361  
ERDF contribution: EUR 1,288,640.93

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10. PIMMS CAPITAL
Capitalising on Partner Initiatives in Mobility Management

Transfer of mobility management Good Practices into Structural Funds regional Programmes:

PROJECT DETAILS
Priority: Environment and risk prevention
Theme: Energy and sustainable transport

TYPE OF INTERVENTION
Type of intervention: Capitalisation Project
Fast track: Yes
Duration: 01/10/2010 - 30/11/2012
Website: www.pimms-capital.eu

BUDGET
Total budget: EUR 1,761,711
ERDF contribution: EUR 1,381,608.77

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Lead partner:
traffic – Frankfurt Public Transport Authority
Stiftstrasse 9-17
D-60313, Frankfurt am Main
GERMANY
11. PIMMS TRANSFER
Transferring actions in sustainable mobility for European regions

Promotion of alternative modes of transport to the cars:

PROJECT DETAILS
Priority: Environment and risk prevention
Theme: Energy and sustainable transport

TYPE OF INTERVENTION
Type of intervention: Regional Initiative Project
Duration: 01/11/2008 - 31/12/2011
Website: www.pimms-transfer-eu.org/

BUDGET
Total budget: EUR 3,017,740
ERDF contribution: EUR 2,369,476.45

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Lead partner:
London Councils
59½ Southwark Street
SE1 0AL, London
UNITED KINGDOM
12. POLITE
Policy Learning in Information Technologies for Public Transport Enhancement

Providing travelers with adequate & complete information on the Public Transport services:

**PROJECT DETAILS**

**Priority:** Environment and risk prevention

**Theme:** Energy and sustainable transport

**TYPE OF INTERVENTION**

**Type of intervention:** Regional Initiative Project

**Duration:** 01/01/2012 - 31/12/2014

**Website:** www.polite-project.eu

**BUDGET**

**Total budget:** EUR 1,272,679

**ERDF contribution:** EUR 997,099.25

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**Lead partner:**

Calabrian Regional Administration (CRA)
Via Molè
88100, Catanzaro
ITALY
13. POSSE
Promotion Open Specification and Standards in Europe

Encourage the use of Intelligent Transport Systems for sustainable urban policies:

**PROJECT DETAILS**

Priority: Environment and risk prevention
Theme: Energy and sustainable transport

**TYPE OF INTERVENTION**

Type of intervention: Regional Initiative Project
Duration: 01/01/2012 - 31/12/2014
Website: www.posse-openits.eu/

**BUDGET**

Total budget: EUR 1,840,282
ERDF contribution: EUR 1,241,295.03
Norwegian contribution: EUR 113,451

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Lead partner:
Reading Borough Council
Civic Centre
RG1 7AE, Reading
UNITED KINGDOM
14. RITS-NET
Regions for Intelligent Transport Solutions Network

Fostering sustainability of regional transport policies via the use of Transport Telematics or Intelligent Transport Systems:

**PROJECT DETAILS**

Priority: Environment and risk prevention
Theme: Energy and sustainable transport

**TYPE OF INTERVENTION**

Type of intervention: Regional Initiative Project
Duration: 01/01/2012 - 31/12/2014
Website: [www.rits-net.eu](http://www.rits-net.eu)

**BUDGET**

Total budget: EUR 1,453,776
ERDF contribution: EUR 1,160,965.2

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Lead partner:
Marche Region
Via Tiziano, 44
60125, Ancona
ITALY
15. SUM PROJECT
Sustainable Urban Mobility

Generation and transfer of innovation in metropolitan areas through urban-rural partnerships:

**PROJECT DETAILS**

**Priority:** Environment and risk prevention  
**Theme:** Energy and sustainable transport

**TYPE OF INTERVENTION**

**Type of intervention:** Regional Initiative Project  
**Duration:** 01/01/2012 - 30/06/2014

**Website:** [www.sumproject.eu](http://www.sumproject.eu)

**BUDGET**

Total budget: EUR 1,513,667  
**ERDF contribution:** EUR 1,191,494.08

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**Lead partner:**

Municipality of Vigo  
Praza do Rei n 1  
36202, Vigo  
SPAIN
Annexe 4: Exemplary Good Practices

**Topic A - Land Use and Transport Planning**

<table>
<thead>
<tr>
<th>Participative approach in the Gothenburg region</th>
<th>Gothenburg Region, SE – CATCH_MR</th>
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A participative approach was set up including political consultation with the Gothenburg Region’s (GR) thirteen municipal councils. Although the GR regional planning authority possesses formal governance, a more informal model has been chosen to give the member municipalities the opportunity to be involved more closely in the decision-making process and to build a cooperative environment. In order to build common responsibility and commitment, the GR decided to introduce more sharing, transparency, and flexibility in the planning process.

This provided greater consensus and consistency over time. A constructive dialogue between the GR executive board and the municipalities’ member council was therefore established to achieve a common vision for the sustainable development of the Region. Four regional consultation rounds have been carried out so far: the first focused on the issues involved in the cooperation process (timeframe: 10/2002-02/2004); the second focused on how to cooperate (01-10/2005); the third and fourth rounds allowed the stakeholders to identify regional goals and strategies regarding sustainable growth (01-03/2006, 02-03/2008).

**WHY IT WAS CHOSEN AS AN EXEMPLARY GOOD PRACTICE**

This Good Practice shows a participative approach to planning that is quite different from the traditional top-down process based on a quantitative approach to travel demand patterns and decisions made on the basis of travel times and costs.

Complex actions are increasingly being met with resistance by some stakeholders and require long implementation periods. This creates difficult processes involving conflict management. The current trend is to involve citizens and stakeholders in the most important planning actions from the conceptualisation stage.

This is the case of the many experiences and techniques of participatory planning and design carried out in several European countries. In fact, it has several benefits: qualitative information provided by citizen participation is useful for planners to evaluate the impact of interventions; their involvement is a means to mediate between different interests and find shared solutions, avoiding more complex negotiations in later stages; more complete information (even informal) enhances the design process and allows social variables to be taken into account more adequately since the integration of social and environmental concerns is one of the key aspects of promoting sustainability in transport systems.

**TRANSFERABILITY**

This practice is an innovative way of building legitimacy, acceptance, and a long-term vision for the transport system of a city or region. The planning, decision-making, and implementation processes benefit from involving all the stakeholders in the development of a consensual and integrated vision regarding the environmental, economic, and social issues. The method also ensures greater stability of the selected solutions. This is particularly important because planning actions often require a timeframe that surpasses standard political mandates.

The transferability of this experience is mainly methodological (as for all the Good Practices dealing with planning issues). It can be used as a reference model for decision-makers regarding the organisation of a planning process based on cooperation among local Authorities.

The main driver is the need to have efficient tools for solving complex planning challenges; this need is shared by almost all the Regions. Accordingly, the dissemination of this practice could be potentially broad. The main barrier is the cultural resistance of the traditional players in the planning departments which are accustomed to traditional top-down and quantitative planning methods. The complexity involved in participatory processes is another important potential barrier.
Stockholm is a fast growing region and its transport system is facing significant challenges. The problem is worsened by the fact that many (local, regional, and national) stakeholders, with different objectives and budget cycles, are involved in the decision process. It is necessary to adopt a balanced mix of measures to increase the transport offer, but also to diversify the modal share toward less impacting and costly modes (e.g., walking and cycling). For this reason, Mobility Management measures have been included in the regional transport plan as a complement to or an effective alternative to building new infrastructures. This fact is particularly significant because to be really effective the set of Mobility Management measures has to be integrated into a global vision of the development of the mobility system.

The Good Practice reports on the management process involved in achieving this result. All the authorities responsible for transport, traffic, and/or land use planning in the region have been involved in the integrated planning process. In an initial phase, preceding the definition of suitable measures, the future regional transport requirements have been analysed at a system level and an overall strategy for the plan has been shared and adopted by the various authorities. As a result of the project, both the regional Development Plan and the regional Infrastructure Investment Plan now include several Mobility Management actions. This is an original characteristic for this kind of planning instrument.

WHY IT WAS CHOSEN AS AN EXEMPLARY GOOD PRACTICE

We mention this Good Practice not only for its integration of spatial and transport planning, but particularly because it represents a significant case of the introduction of Mobility Management actions within a Regional Development Plan. Mobility Management is generally neglected at this level, but it can provide a good basis for balancing modal share and supporting collective transport modes. Future transport needs are influenced by citizens’ cultural attitudes and modal choices. The capability to influence demand is clearly linked therefore to the transport solutions adopted in the Plan.

TRANSFERABILITY

This Good Practice is a very general concept and can be adapted and adopted by many Regions. Its transferability is high and doesn't require any specific pre-requisites, apart from the specific technical skills needed to analyse the requirements and define the measures to be adopted.

The driver for the transfer of this Good Practice is that Mobility Management actions are relatively inexpensive and can achieve good results by modifying citizens’ mobility behaviour. The main barrier is the fact that decision-makers are not very aware of the effectiveness of Mobility Management actions.

Import regions:

Moravia-Silesia CZ,
Aspects of the Good Practice that could be transferred to the region

- Promotion of sustainable transport, eco education, change of behaviour
- Effective land use planning; incorporation of Mobility Management strategy in spatial planning
- Involvement of all regional stakeholders and wide public into the integrated planning process
- Detailed analyses of passengers’ needs (in favour of sustainable transport) and corresponding measures
- Cycling and walking network

West Transdanubia HU
The Regional Operational Programme involves five priority axes, two of which such as ‘Urban development’ and ‘Environment and transport infrastructure development’ can be suitable for transferring measures of this Good Practice and also the next programming period can make use of the following measures:

- Supporting the cooperation between organizations which facilitate transport infrastructure development
- Preparing feasibility studies for integrated development plans with the involvement of all the interested parties (residents, employees and employers, municipalities, transport companies and organisations, etc.), providing the opportunity to express opinions
- Managing urban development (regarding both the city and its agglomeration area) and community transport development in a unified development plan through utilization the synergic effects of these two development areas
Supporting traffic interventions and mobility management tools which make community transport and cycling more attractive

Supporting and requiring eco-friendly attitudes and environmentally sustainable commitments in transport development projects

Basilicata IT

The approach of the Good Practice fits better with the main stream policy of Basilicata Region. The attempt to strictly integrate the level of mobility policy with the urban and regional planning is actually exploited in main Regional Plans and laws. There is a strong component of politic dimension of decisions and also a strong contribution depends on citizens’ behaviour. In theories the effort to consider the mobility issues as a key component of new urban development plans or in urban regeneration plans is well stated but in practice, especially in the Italian case, we are used to realize new quarters postponing the realization of transport infrastructures and connections in a future time. This produces a low level of life quality for inhabitants depending on the possibility to access services like school, work, entertainment etc. This Good Practice will be included as an effective approach and as recommendation in the development of the Action Plan.

Sustainable Travel Demonstration Town

Worcestershire County Council, UK PIMMS CAPITAL

The Worcestershire County Council has sought to significantly enhance the efficiency of its transport network by applying a balanced mix of infrastructural and governance measures. These measures were defined by a regional transport strategy seeking to coordinate the three different levels of transport: long-distance regional, inter-urban to/from Worcester, and local. While at the first two levels rail and roads (cars and coaches) have been identified as the main modes, at the local level the plan's strategy has privileged public transport and soft modes. As a result, different types of interventions have been planned and implemented at the three levels.

At the regional level, infrastructure and traffic management improvements have been defined:
- Significant improvements in the capacity of the strategic road infrastructures
- Key corridor enhancements to smooth traffic flow and enhance efficiency
- Enhanced traffic signal system (SCOOT/MOVA systems)
- Junction reconfigurations at key city centre junctions
  - Rail Station improvements (for passengers and operators)
  - Interchange Parkway stations (for access to Inter-City services)

At the local level, the measures have been focused on improvements in public transport:
- Real-time information;
- Improved bus stops;
- Priority measures (particularly at traffic signals);
- Updated routes and improved service levels (operational periods, frequencies, vehicles etc.).

And on cycling and walking
- Smarter Choices: ‘Choose How You Move’ measures implemented at all the new developments;
- New developments designed from the outset to maximise walking and the use of bicycles and bus/rail;
- Proactive, adequately funded, and monitored Travel Plans.

This has improved user safety and increased accessibility to services and facilities that are essential for improving the quality of life.

WHY IT WAS CHOSEN AS AN EXEMPLARY GOOD PRACTICE

The main characteristic of this Good Practice is the structured approach in planning the development of transport system at the regional scale and how it has been translated into specific actions respecting the defined strategic priorities. The coordination of the different levels of intervention provides the possibility of managing the mobility demands and shifting them towards more appropriate modes.

TRANSFERABILITY

The adoption of similar methodologies requires some pre-requisites: the availability of professional skills to manage the planning process, political decision-making, and a strong guidance at the regional level to coordinate all the stakeholders. As for all innovative policies, the main barrier is the psychological constraints on the policymakers and planners.
The GP is aimed at improving the capability of the Public Transport Authorities (or Agency) to verify the service contracts stipulated with the Transport Operators. The GP is based on a specific methodology based both on contractual solutions and control procedures. The contractual provisions foresee a penalty/reward system based on the outcomes of a control program on the services delivered (in its different aspects).

The relationship between the Agency and the Operator is modelled as a multi-period game between the two actors. Firstly, the Agency establishes the details of the contract and then the Operator decides how much to invest in the provision of the PT service. Subsequently, the operator chooses how to report information concerning its performance, while the Agency chooses how much effort to use in controlling the Operator. On this basis, the operator periodically reports on the services delivered and a penalty is applied for each aspect that is not in compliance with the contract. A much higher penalty is applicable if a violation to the contract is not reported by the operator in its report or in case false declarations are discovered.

On the other hand, a reward is foreseen if performances are higher than those contractually established. The controls carried out by the Agency are performed by on-road inspections that are expensive. Accordingly, the monitoring plan is defined using a special software tool specifically developed to define the adequate set of controls needed for optimising the ratio between the number of required controls and the probability of detecting false declarations. The software is based on game theory and the number of controlled trips must be statistically significant with respect to the overall number of declared trips. According to its desired policy, the Agency can calibrate the level of accuracy of the controls with respect to the cost to be supported. This allows for significant savings without losing the effectiveness of the control process.

This GP results from the transfer occurred within the project of a similar methodology applied by the Public Transport Authority in Forlì – Cesena (two cities in the Emilia Romagna region). In this environment the first methodological concept was developed. Within the EPTA project it has been developed, generalized and transferred to the reality of Bologna (a larger city). The existing software for the management of the scheme was improved as well.

As a result of its application, a higher regularity index for the service has been observed. The methodology has proven to be cost efficient because it does not require as many monitoring efforts as traditional methodologies based only on statistical controls.

**WHY IT WAS CHOSEN AS AN EXEMPLARY GOOD PRACTICE**

Monitoring and controlling the quality of public transport service is a very important activity for any Authority. However, it is difficult and costly to have a precise view of the services provided. Using data from the AVM (Automated Vehicle Monitoring) systems for the real-time monitoring of services is a widespread method for controlling the services from a quantitative point of view (numbers of runs, hours of services, number of vehicles, etc.). However, to have a comprehensive view of the service, a qualitative approach is also needed and this view can only be provided by on-street monitoring. This experience is significant because it outlines the importance of linking the formulation of the contract to the methodology for carrying out the monitoring. The penalty/reward mechanism allowed the control and monitoring process to be simplified and consequently to achieve savings.

**TRANSFERABILITY**

The concept outlined by the GP is easily transferrable to environments which possess a Public Transport Authority capable of managing transport contracts. This approach should be adopted by the Authority in the tendering phase since an agreement in a subsequent contractual stage could be difficult for the Operator to accept.

However, the effectiveness of the methodology rests on the application of the optimisation software that defines the control schedule. The software was developed considering the specificities of the Bologna network and requires customization in order to be transferred to other situations. Moreover, the level of optimisation that can be achieved is dependent of the characteristics of the services. In any case, the availability of this specific software is a contribution to the transferability of the Good Practice.

We should, however, point out that a rigorous oversight of a Public Transport service requires a significant budget which is not always available. This problem should also be addressed in the tendering phase.
when the general service scheme is drawn up and some financial resources may be devoted to this purpose.

On the other hand, we must emphasise that good monitoring is essential since it helps to improve the quality of the services and this can promote a more positive image among citizens and therefore increase their modal share. This may represent a good driver for transferability.

A barrier to the diffusion and transfer of this approach may also be represented by the drivers’ resistance to oversight. In some cases this could also catalyse local political debate regarding the opportunity to adopt the practice. As a result, achieving a consensus is an important step of the introduction process.

Innovative schemes for tendering + contracting public transport  
ZTM Warsaw, PL – CAPRICE

Warsaw has outsourced local bus transport services since the early 1990s. The initial objective was to ensure the growing need for transport in the Warsaw metropolitan area by involving private operators in the public transport service. Private companies were selected through competitive public tender processes. New, high quality, low-floor buses have now become a mandatory precondition for the winner of any tender. In addition to the overall increase in the quality of the service, competition has lowered the price of the services.

Currently, 25% of Warsaw’s bus fleet is privately operated, whilst the remaining fleet is operated by the municipal operator – The contract for which was awarded by the city.

The combination of directly awarded contracts and public tendering has several advantages:

- By incrementally tendering parts of the network, the public operator can adapt to the price and service levels of the private operators.
- The tendering procedures provide the city with a benchmark for the pricing of operations in the bus network. It can therefore put pressure on its own operator to reduce the costs of the services.
- By using a competitive tender process, the city can gradually gain experience. The city and ZTM (the public transport operator) can progressively adapt their internal procedures for monitoring private operators.
- Competitive tendering provides greater service quality, while simultaneously decreasing the costs - if well prepared and managed. Since the fleet is bought by the private company, many associated risks – e.g., operational, financial - are outsourced.

WHY IT WAS CHOSEN AS AN EXEMPLARY GOOD PRACTICE

Public transport in the new Member States was traditionally operated by public companies according to traditional operational and financial schemes. Accordingly, the modal share of public transport was generally ensured by a low use of private cars. Currently public transport in large cities reflects trends and problems similar to other European cities.

This Good Practice is not completely innovative. However, the transition process from an entirely public to a mixed transport system has revealed the projects added-value. Warsaw capitalised on the private sector to solve the growing transport demands it faced.

TRANSFERABILITY

This Good Practice can potentially be transferred to regions where the public transport is essentially provided by the public sector and where policy seeks to transfer the services to a mixed public-private system.

The terms of reference and tender and monitoring procedures are important in facilitating the transferability of the Good Practice. A model of tendering documentation and procedures is available. Besides the eventual need to adapt the tender process to the regional legislation, there is no significant barrier to the transferability of this Good Practice.

Coordination of the authorities organising transport in neighbouring territories  
Auvergne Region, France -MOG

The Auvergne Regional Council started the coordination process by hosting a conference in October 2008. Accordingly, an important dialogue was initiated and the preparatory work for developing the idea of coordinating the Transport Authorities (AOTs) commenced. The work lasted one year and, on 15 October 2009 a common agreement for the development of intermodality in public transports in Auvergne was signed by the regions’ 13 AOTs (Protocole d’accord ‘pour le développement de l’intermodalité dans les transports publics en Auvergne’). All the AOTs have been involved since the beginning (although with varying levels of participation). The 13 AOTs have improved their transport service by coordinating their
activities more efficiently and simplifying the offer of public transport. In particular, the following joint activities were applicable by the agreement:

1. Coordinating the offer of public transport
   - Building an attractive offer of public transport
   - Developing intermodality between public transport networks and intermodal interchange poles
   - Covering all the territory of Auvergne with adapted transport offer.

2. Simplifying access to the public transport network
   - Extending multi-modal pricing
   - Developing a common ticket system
   - Implementing multi-modal and multi-operator information to allow users to have a single source of information on regional transport system.

This Good Practice has led to the development of a web portal Auvergne Mobilité with several interesting tools, such as a regional trip planner (that includes cycling), accessibility information for the handicapped, real-time traffic information, and car-sharing service information.

All the AOTs are generally involved in all the projects and decisions even when ad-hoc working groups are constituted.

WHY IT WAS CHOSEN AS AN EXEMPLARY GOOD PRACTICE

The integration of the 13 transport authorities in a single entity is a way to develop a common transport strategy for the region and to simplify access to the public transport network. This is more evident in rural areas which are characterised by user low-demand. It is not only in the high density metropolitan areas that the association of transport authorities makes sense. In low density areas cooperation is an opportunity to reduce overlaps of transport service and modes and, consequently, reduce costs and manage the offer and quality of services more rationally. Also, this Good Practice emphasises the European priority on social inclusion/development of rural areas, especially in the regions where suburbanisation is an important barrier.

TRANSFERABILITY

This Good Practice may have to be somewhat adapted in order to be fully transferable to other regions because it has local specificities like political and AOTs regional organisation that could not match with other importer regions.

The Good Practice assessed the critical points and constraints. The transferability barriers detected were related with managing the AOTs staff requirements (e.g., allocation of time for participation in the process and maintenance of the inter-modal trip calculator) and the difficulties in integrating the different ticketing schemes in a common and harmonised system.

More information: http://www.auvergne-mobilite.fr/

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**Topic C - Financing Public Transport**

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<tr>
<th>Road User Charging</th>
<th>Oslo, Norway – CATCH- MR</th>
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The GP consists in the implementation of road tolls around the all city of Oslo with the objective of raising funds for transport investment agreed upon between partners in the region and the central government. The toll ring is constituted of barriers using different tolling systems. The cars entering the ring have to pay a certain amount according to a defined pricing scheme.

The GP was implemented in 1991 and is now in its third generation of funding packages - which have been used for major improvements in road and public transport infrastructures.

The main objectives are: environmental improvements, improve accessibility and mobility, improve traffic safety, increase the use of public transport, and improvement of the overall regional competitiveness. While in the past the revenues were used only for improving the transport infrastructures, currently a significant part of the revenues is used to finance public transport (20%).

An analysis of the modal share between 2007 and 2012 demonstrates that public transport has grown 3% more than private transport (i.e., car use).

The city has to face the increased demand for transport resulting from a 30% population increase. Shifting a part of this demand to public transport (e.g., by means of this pricing scheme) is a way of facing the pressure of increased traffic in the next 20 years.
WHY IT WAS CHOSEN AS AN EXEMPLARY GOOD PRACTICE

The Oslo experience is one of the oldest experiences (20 years) in Europe concerned with road user charging at a metropolitan level.

This Good Practice constitutes a first-rate example of a system that generates the income needed to improve the region's transport infrastructure by charging road users. This Good Practice was essential for securing government funding for modernising the transport network. Additionally public transport funding through road tolls (currently €4 per crossing) are used to double the total public transport subsidy from Akershus County, and most of the money is used for a strategic transport investment programme. This scheme is also an effective way of managing mobility demand and internalising external costs. In fact, travellers have two options: choosing to use cars, supporting the additional costs due to externalities by paying the access fee; using public transport, improving its modal share and limiting externalities. In this way, the method contributes to the reduction of air and noise pollution, accidents, and particularly to the promotion of public transport, cycling, and walking.

TRANSFERABILITY

Charging techniques have been debated in Europe for some time. However, notwithstanding the fact that their effectiveness is acknowledged by a substantial part of the expert community, the number of practical applications is limited. The reason for this is that these measures are not popular and find significant social resistance. Strong political commitment and leadership is needed to manage the introduction of similar pricing methods.

In any case, transferability must be accurately assessed, taking into account that several similar schemes exist (congestion charge, pollution charge, pt subsidy, etc.). Several local factors must be considered and studied, such as existing forms of additional charging for motorists, relative costs of investments, level of political acceptance, and organisational transparency of the system. In addition, decision-makers must take into account the fairness of these schemes, which is a critical factor for avoiding social exclusion.

We suggest that urban pricing techniques are powerful tools but they are difficult to manage and risky.

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<th>Employer subsidised commuter ticket</th>
<th>Aalto University – Helsinki, Finland – ECOTALE</th>
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The GP has been adopted to increase the use of public transport on home-to-work journeys and other work-related journeys and to reduce congestion and all the other related external costs (e.g., air and noise pollution). The main tangible objective was to contribute to changing workers’ modal share in favour of public transport. The most important category to focus on was the commuters. For this reason, the mechanism of the ‘Employer subsidised commuter ticket’ was set up. It consists in a public transport ticket provided to an employee by the employer as a benefit; it is also useful for the employer as a tool for staff recruitment and retention.

The benefit for both the categories (employers and employees) comes from the fact that this ticket is a tax-free fringe benefit of up to €300 and the taxable value of the benefit is €300 if the share of the ticket paid by the employer is between €600 and 3 400 (since the employer can provide higher benefits or pay only a part of the ticket value). The ticket is intended mainly for home-work journeys, but it can also be used on leisure journeys so that it really offers a benefit.

To achieve this result, the taxation legislation has been modified implying an active role by the Finnish Government. The system works through travel vouchers that the employer buys from the transport operator and distributes to the employees; they can use the vouchers only to buy different tickets types according to their needs (single tickets, season tickets with eventual discounts, etc.). Fidelity discount mechanisms are foreseen for the employers.

Original estimations by the Ministry of Transportation (2004) indicated the following balance for the operation: loss of taxation €6 000 000; increase in ticket revenue €3 000 000; social and environmental benefits €23 000 000. The calculations are based on a modal shift of 8 000-9 000 persons from private car to public transportation in the Helsinki Metropolitan Region. The environmental and social costs have been estimated using the stated modal shift and average emissions and accident statistics for different modes.

According to a survey, of the first 2,000 users in the city of Tampere, 9% of the commuters previously used a private car for their trips. This means that the estimated modal shift obtained was 9% of the interested universe. It was expected that up to 9,000 private car users would shift to public transport in the Helsinki Metropolitan Region alone. In 2012 there were 1.300 employees offering the benefit and 65,000 employer-subsidised commuter ticket users, the majority of which were already public transport users. Nationwide there were 71,000 users in 2011, 208% more than the previous year.
Monitoring studies have revealed a high degree of satisfaction and interest among the employees and a trend by those who joined this initiative to adopt and promote other measures related to sustainable mobility.

WHY IT WAS CHOSEN AS AN EXEMPLARY GOOD PRACTICE

This Good Practice is an example of a planned intervention for supporting the use of public transport through incentives. A balanced mix of policies based on restrictions and incentives is the best way for achieving a better modal share and this is a good example of an incentive aimed at promoting public transport. Moreover, it offers a way of internalising the external costs of an unbalanced modal share by decreasing the cost of public transport through public intervention. In this case, the intervention involved many different actors, with the main role assumed by the central government. For this reason the measure has been applied at the national level and the impact is high.

TRANSFERABILITY

This kind of policy can be generally very effective and doesn’t find any resistance because it is based mainly on incentives. On the other hand, the transferability of this specific GP is quite complex since it involves a large number of stakeholders’ and, above all, implies the adoption of specific fiscal measures that are generally decided by the central government.

Moreover, as mentioned above, it’s quite expensive with respect to the potential target. Accordingly, in transferring the Good Practice some corrective actions to improve the cost-benefit ratio should be considered.

The barriers are significant and are represented by the complexity, the cost, the need of specific fiscal rules (regional or national according to the local conditions), and the requirement of a cooperative environment among all the stakeholders. To justify this level of complexity and costs, the weight of the external costs must be taken into account (as the presented GP underlines); otherwise, cost/benefit ratio could be unbalanced.

On the other hand, such complexity can be compensated by significant results in terms of a modal shift toward public transport, providing a significant contribution to the reduction of the externalities linked to the use of private cars.

Topic D - Encouraging the use of public and shared transport

Flexible transport with low technology services in rural areas | Purbach, Austria - FLIPPER

Purbach is a small and relatively compact rural town (population of 2700) located near lake Neusiedl. This is an important recreational area for the surrounding regions, especially for the inhabitants of Vienna located about an hour’s drive away. Before launching the flexible transport system ‘GmoaBus’ there was no public transport within Purbach. The regional bus line and the railway line only serve one stop within the area. Moreover, there is no taxi operator in the town. The GmoaBus is operated with a single eight seat bus with a low floor and a double-wing door. Service is provided from Mondays to Fridays from 5 am to 9 pm and on Saturdays from 8 am to 12 am. There is no service on Sundays and public holidays.

The service has been defined as low-cost and has no technological support. In fact, while this service is usually managed by operators working in a dispatch centre, using a specific software (sometimes quite sophisticated and expensive), in this case no such system exists. When a citizen needs the service, he can call the driver directly. A door-to-door service from and to any address within the recreational area is provided. Of course this solution doesn’t permit route optimisation and is based only on the driver’s experience and on the low number of requests.

WHY IT WAS CHOSEN AS AN EXEMPLARY PRACTICE

Adapting the public transport supply to the demand requires a strategy which will break private car-driving routines and promote quality public transport. This is the technique adopted by the on-demand services, which are quite widely used in semi-urban environments and during the evenings in urban areas. They are generally based on the use of specific technologies (often called DRT management systems, based on on-board computers, communication equipments and central software applications) to manage the service and which sometimes involve high investment and management costs.

This Good Practice applies the on-demand technique in a rural area with a very low-demand, using a very simple scheme devoid of expensive technology. Being low-cost means it can provide wide accessibility for low-demand areas. There are many regions throughout Europe potentially interested in using this model. This Good Practice gives relevance to the European priority in promoting social inclusion/development of rural areas, especially in the regions where suburbanisation is an important barrier.
TRANSFERABILITY

The transfer of this Good Practice requires a careful design of the service scheme, including an evaluation of the vehicles which must be adapted to the local transportation demands and to the local geography.

In fact, the mere existence of a low-demand area is not sufficient to ensure the effectiveness of the scheme and, above all, its economic sustainability. Particularly favourable situations are low-demand areas where there are regular line services which can be replaced by DRT, a new neighbourhood to be provided with PT, or rural areas where different kinds of special transport services can be integrated into a DRT scheme.

This GP is a borderline scheme where no other public transport service exists and no technology is applied. This solution can be adopted with good results when the demand is particularly low - allowing for route optimisation to be neglected. In other cases when the demand is higher and there is an overlap of service requests this solution can lead to long waiting periods or travel times for the users. The most significant barrier is the economic convenience and sustainability of the service. This kind of service is often appreciated by the citizens, but it is expensive. A careful analysis of the service demand must always be carried out, as should an accurate design and selection process of the most suitable service schemes, technological support, and vehicles. This analysis should also take into account the general social costs associated with the use of public/private modes of transport in these situations. In fact, the main driver is the need to provide transport services to special categories of users or to particular low-demand areas.

To facilitate the required analysis and design work, the project has prepared 'flexible transport for low density areas' design guidelines and a benchmarking tool for interested regions. It can be used as an introductory methodology for selecting the service scheme best fitted to local conditions.

Additional information about Flexible Transport: FLIPPER Project Virtual Library (http://www.flexibletransport.org/)

Bus on demand practice ‘Filéo’

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<th>Paris, France - D’AIR</th>
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<td>Filéo was created in 1998 under the name Allobus. It was rebranded and optimised in 2010. The basis for this project was the observation that employees working at the airport area cannot use public transport because their shifts begin or end outside the normal public transportation schedules. Filéo was implemented and financed by the Public Transport Authority of Ile-de-France (‘STIF’), collaborating with four other partners: Departmental Council of Val d’Oise, Departmental Council of Seine et Marne, ‘Communauté d’Agglomération’ Terres de France, and the airport company Aéroports de Paris. The service is operated by the company Keolis in the framework of a public service delegation. This service is not a door-to-door service since it runs on normal daily bus lines with the same prices. It is a supplementary service to the regular daily bus services. Nearly 50% of the current users of Filéo do not have a driving licence and could not work at the airport without this service. The service is characterised by:</td>
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<tr>
<td>✓ Availability of 24h service</td>
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<td>✓ Reservation of the system 1 hour and a half in advance by telephone, indicating bus stop and time.</td>
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<tr>
<td>✓ 32 buses with a capacity for 29 passengers, 8 lines, 19 villages covered, one to two more lines planned this year</td>
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<tr>
<td>✓ Price for the users: same as a journey during the day</td>
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<tr>
<td>✓ 13 000 customers in 2013</td>
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<tr>
<td>✓ 510 000 reservations in 2012 (+14% between 2010 and 2012)</td>
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<tr>
<td>✓ 88% of passengers satisfied with the service according to a survey</td>
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<tr>
<td>✓ 30 000 tons of CO2 avoided because of the decrease in use of private cars</td>
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WHY IT WAS CHOSEN AS AN EXEMPLARY GOOD PRACTICE

Surface access to the airport accounts for an important part of the CO2 emissions in regions with airports. Projects aiming to reduce emissions from surface access are essential in reducing CO2 emissions, especially when they encourage the use of low-emission transport, particularly public transport.

TRANSFERABILITY

The concept of the Filéo demand-responsive bus lines is well adapted for large business parks with a level of demand that justifies regular bus services, but that is too geographically dispersed to be served effectively by fixed routes. This configuration is typical of airports and the adjacent industrial and tertiary sector business parks. Within the D’AIR Project, this Good Practice was transferred by the Municipality of El Prat to the Barcelona airport. In the transfer process, the concept was further improved with the
introduction of a smart phone-based reservation system. In the original system, reservations have to be made through a call centre or the computer. The smart phone application makes the reservation process quicker and more convenient. This is a good example of successful transfer where the practice was improve in the transfer process.

IDOS - Multimodal Journey planner

IDOS is a multimodal door-to-door journey planner developed in the Czech Republic and Slovakia. Its multimodal features are very well developed since they cover several diversified modes (e.g., urban public transport, inter-urban bus, train and planes) and are capable of managing more than half a million modal connections. It also provides information on cross-border bus, train, and plane connections throughout Europe.

IDOS is a web-based software application and is one of the most visited web sites in the Czech Republic. It allows easy orientation, user-friendly interfaces, and can be easily used by all types of users (e.g., young students and elderly). Some transport operators have also developed specific interfaces within the application to provide e-ticketing. Accordingly, tickets can be issued with the application to a certain extent. IDOS involves 10 integrated transport systems (multimodal, city + regional).

The system functions due to the availability of a Central Timetables Information System established by the national legislation and continuously maintained and updated to the needs of the public by the Ministry of Transport or by another legal entity authorised by the Ministry of Transport. A special procedure for submitting and approving the timetables has been developed.

At the moment, IDOS provides static information based on timetables, but an important update is in progress: the real-time interface with the Central information system (also established and maintained by the Ministry of Transport). It will soon provide information based on the real state of the transport services and not only on the foreseen schedule; at the moment the system tests for this new feature are ongoing. To implement this mechanism CEN standard data models (SIRI and TRANSMODEL) have been used.

IDOS won the award for Europe’s best multimodal planner at the EU’s First Smart Mobility Challenge competition (2012) organised by ERTICO. The planner has more than 1.7 million users and 65 000 monthly page visits.

The implementation process was long (started in 1994) and improvements are still under development.

WHY IT WAS CHOSEN AS AN EXEMPLARY GOOD PRACTICE

Traveller information is a tool for influencing modal choices and supports the use of collective modes. To be effective, information must be integrated, precise, and easily accessed. This Good Practice is important because it demonstrates how a travel planner should be made to be used by a wide public.

The analysis of the Good Practice reveals the importance of the role played by the Central Government in setting up the framework for obtaining the needed information and maintaining it updated. Moreover, the analysis demonstrates that the role of a coordinating body is always needed.

Every Region which would like to implement a similar system can learn lessons from this experience.

TRANSFERABILITY

The journey planner itself is based on technological solutions that can be transferred. However, any public body willing to implement a similar system has to go through a tendering procedure which implies that the specific technology selected will depend on the tender results. The most important elements to be taken into consideration are those related to the management model and to the political and managerial coordination requirements involved in setting up and maintaining a complex multimodal journey planner. The good practice reveals that the prerequisites for transfer are:

- Strong political commitment and guidance is needed to ensure that transport operators provide data, particularly real-time data.
- Requirements for constant updates and maintenance must be applicable.
- An adequate financial model (e.g. based on public subsidy or on advertising) must be defined to cover the inherent costs. In fact, paid services heavily discourage the use.

The barriers are associated with the intricate organisational process involved in setting up the planner and in the elevated costs. The driver is the undeniable usefulness of a tool which provides accessible public transport information. In particular multimodal travel planners are very useful since they overcome the difficulties in coordinating trips provided by different operators with different modes.
### Quality Bus Partnership

<table>
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<th>Brighton &amp; Hove, UK – MMOVE</th>
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<tr>
<td>The Quality Bus Partnership is an agreement between Brighton &amp; Hove City Council (responsible for the highway infrastructure) and bus companies that seek to provide improvements to the public transport system. Over the years, the City Council has invested significantly in infrastructures such as accessible bus stops, bus shelters, real-time information panels, bus lanes, and traffic signal technology. At the same time, the bus companies have provided significant annual investments in modern, accessible, low emission bus fleets, on-board GPS vehicle tracking systems (with real-time indicator panels), staff training in customer care, improved service frequencies, and value for money fares. The result of these measures has been a rise in the number of passengers of approximately 5% per year. This result is in stark contrast with the UK’s national trend. This corresponds to an increase from 22 million passenger journeys per year in the mid-1990s, to nearly 40 million in 2008.</td>
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### WHY IT WAS CHOSEN AS AN EXEMPLARY GOOD PRACTICE

All the strategies presented in the Good Practice promote new and more efficient ways of travelling through and interacting with the city/region by providing travellers with more flexible, convenient, and integrated travel options. This Good Practice is related to key sustainable transport themes such as intelligent transport systems that provide real-time information to travellers, low-emission transport, and infrastructures and vehicle improvements which are all important steps towards the sustainability of transportation.

This Good Practice includes a long-term strategy to increase the modal shift, and the results are very satisfactory. It can provide a model for gradually improving the quality of public transport through the harmonisation of public and private actions. Other Regions could exploit this Good Practice and internalise it partially or totally. It should be highlighted that these results might assume different forms if applied in other Regions where the differences in local needs, levels of economic development, culture, economic structures, and transport systems must be taken into consideration.

### TRANSFERABILITY

The transferability is related to the model of cooperation adopted and to the capability of defining and then implementing a large-scale plan of enhancement. Of course the specific actions applicable by this Good Practice are linked to the local context and should be adapted from time to time. Nevertheless, they are an interesting example of actions that could be carried out to improve the qualitative level of the public transport service.

The driver is mainly the need/will to improve the quality of public transport in order to attract new users. The excellent results achieved are important for stimulating the interest of other regions and other decision-makers. The barriers are the lack of a focus on quality among many operators and the need for significant financial resources.

### Topic E - Mobility Management

<table>
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<tr>
<th>Inter-enterprise mobility plan</th>
<th>Paris, France - D’AIR</th>
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<tr>
<td>In March 2010, airport company ADP, airline Air France, CIF Keolis, FedEx Express, La Poste), later joined by GSF Propreté, began negotiations with the Chamber of Commerce and Industry of Val d’Oise/Yvelines to create the first Plan de Déplacements Inter-Entreprises in the area of the Paris-Charles de Gaulle airport. These companies represent about 50% of the total number of employees working at the airport (airport platform, airport activities, freight and passenger activities, air carrier etc.). Five objectives have been identified by these companies:</td>
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<tr>
<td>✓ Pooling resources between companies: common tools to inform employees, awareness campaigns about the Plan, etc.</td>
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<tr>
<td>✓ Enhancing the attractiveness of public transport: awareness campaigns, meetings with the Public Transport Authority of Ile-de-France (STIF), survey on the reasons why employees currently prefer their cars to public transport;</td>
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<tr>
<td>✓ Reducing unnecessary trips: video-conferences, teleworking, childcare centres at companies</td>
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<tr>
<td>✓ Enhancing the possibilities for using non-motorised transport modes (cycling, walking)</td>
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<tr>
<td>✓ Promoting a more rational use of cars and two-wheelers: e.g., car-sharing, eco-driving training</td>
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</table>
WHY IT WAS CHOSEN AS AN EXEMPLARY GOOD PRACTICE

Surface access to the airport accounts for an important part of CO2 emissions in airport regions (up to 46% of the total emissions).

Projects aiming at reducing emissions from surface access are key elements in reducing CO2 emissions, especially when they encourage the use of low-emission transport, particularly public transport.

People working in the vicinity of an airport (for the airport company, airlines, service providers, hotels, etc.) tend to commute to and from this area. They often use their own cars. Projects encouraging the use of public transport by staff can have a significant role in the reduction of CO2 emissions.

TRANSFERABILITY

Mobility plans for entire companies or specific company sites are widely disseminated practices. Several companies teaming up in implementing a common mobility plan makes sense since it generates economies of scale in the elaboration and management of the plan and in the provision of transport solutions. Cooperation is possible where companies are located close to each other and employ staff with similar mobility needs. This is the case in all large airports. This Good Practice is also being transferred to the Barcelona airport within the D’AIR Project. Other business parks, unrelated to airports, can also emulate this Good Practice.

Planning for Modal Shift in Limerick City | Limerick City, Ireland – PIMMS CAPITAL

Considering the modal share in Limerick (51% car, 3% cycle) and the fact that 50% of car trips are less than 10km, the main objective of the Good Practice was to induce a modal shift in the city by encouraging and promoting the use of specific policies that improve access to employment, goods, and services for highly deprived areas in and around the city. In particular, it envisioned connecting four distinct key-hubs within the city boundaries.

The ‘Smarter Travel’ project was designed and implemented to achieve these objectives. It created a ‘Smarter Travel Demonstration Area’ to improve access to employment, goods, and services for highly impoverished areas and consequently making the National Technology park (with high car dependency) a better place to work and do business. Moreover, a dedicated office supporting the project was created, with 8 transport professionals from the City Council and the University.

The project has been carried out with the active involvement of the Community and the following activities have been organised: focus groups; on-line business survey; meetings with associations (such as Limerick Cycling), sporting organisations, and resident associations; communication with schools, employers and business groups.

The implementation of the project involved the development of an integrated package of infrastructure implementation dedicated to soft travel modes, supported by a series of initiatives targeted at inducing behavioural change. These initiatives focused essentially on marketing and communication actions. The applied measures have been grouped as follows:

Groupings of infrastructure initiatives
- Cycling and walking infrastructure
- Supporting cycling and walking measures
- Softer cycling measures
- Cycling policy and safety
- Electric vehicles
- Public realm improvement

Groupings of behaviour change initiatives
- Travel planning
- Car sharing and car clubs
- Community owned initiatives
- Research and marketing
- Policy changes

The objectives are ambitious. For instance, the initiative seeks to increase the cycling mode in the Castletroy area from 3% to 14% and to reduce the car share from 55% to 38%.

WHY IT WAS CHOSEN AS AN EXEMPLARY GOOD PRACTICE

This Good Practice is a high-quality example of the integrated implementation of various mobility management measures and of their coordination with infrastructural actions. It’s remarkable that the national objectives for reducing motorised mobility for the year 2020 might be achieved by 2016.
**TRANSFERABILITY**

The good results achieved in this Good Practice make it an exemplary case of how the adequate policies can help achieve even the most ambitious goals. The project was quite complex and involved several players and a plethora of actions. A prerequisite for success is strong political commitment and the identification of a suitable area to carry out a similar plan. The Good Practice can suggest the design elements to be taken into consideration and the structure of the design and implementation process. However, the contents of the plan must be tailored to the specific cases.

### Topic F - Intelligent Transport Systems

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<th>myCicero platform for travel planning, ticketing, payment</th>
<th>Marche Region, IT - RITS_NET</th>
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The myCicero system is a smart-phone application, designed to provide a single gateway for different services such as parking payment, ticketing, taxi, shopping and other service payments, infomobility, tourist information, etc. This Good Practice demonstrates how a tool looking to ensure an important function like ticketing can also become a way to access integrated services linked to the territory.

The application can be customised in order to fit with the specific local needs and provide different services. All the services provided are accessible through a unitary app environment. Generally speaking, the mycicero application can provide the following services:

- Parking payment.
- Public Transport tickets or seasonal tickets
- Information about interurban bus connections and trip reservations
- Real-time information on bus schedules (when integrated with a bus monitoring system)
- Taxi payments
- Electronic wallet for a variety of services
- Touristic information about the particular place, events, sport facilities, etc.
- Payment of municipal services: administrative sanctions, school services, etc. (provide warnings and suggestions).
- Receive notifications on deadlines for various services used, (e.g., decrees from local Authorities, etc).
- Be informed about commercial offers.
- Support e-commerce applications

In the Marche Region myCicero has been applied to test electronic ticketing for parking.

**WHY IT WAS CHOSEN AS AN EXEMPLARY GOOD PRACTICE**

Electronic payments play an increasingly important role in transport and mobility. Electronic ticketing has a significant impact on users. It allows for the integration of different transport service providers and, as a result, provides an opportunity to implement more sophisticated ticketing solutions and policies. This makes the use of public transport easier, increasing the number of travellers and their level of satisfaction. The same can be said for parking payments, as in the case reported.

The increasing use of smart phones provides additional advantages. Since they allow people to use them easily at any moment and place, this contributes to improving the general quality of the service. From the operator’s point of view, it can help to reduce operational costs and reduce evasion.

**TRANSFERABILITY**

From the technological point of view the GP is easily transferrable because it is based on a standard market solution currently available. Of course, any new application needs to be customised to the specific context. This may imply significant efforts.

The main barriers to the transferability and the application of the GP are related to the resistance that many operators have to electronic ticketing. This resistance is mainly due to the significant modifications it implies in their organisations. Moreover, when different operators are implied, the concept of interoperability is often difficult to accept. As in many other cases, the role of the Public entities is very important in promoting these applications and requiring a higher level of integration.

Another very important barrier is related to the difficulty of understanding the real potential of these applications and matching the solutions available to the Public Administrations perceived needs.

To overcome these difficulties, the project has outlined a specific methodology to support Local Authorities (differing in population, level of development, etc.) in defining the priorities in the development
of Intelligent Transport Systems and in merging European directives, national legislation, and local needs. This methodology seeks to address the issues regarding the development of Intelligent Transport System action plans for the Regions.

**Integration of fares**

| Treviso, IT - PIMMS CAPITAL |

ACTIVO is a new electronic travel card which enables users to travel by coach throughout the Eastern Veneto and Treviso urban network. The new electronic travel card was adopted by the bus companies, ACTT, and ACTIVO and promotes the use of public transport since it makes travel more convenient and flexible. The ACTIVO card possesses ‘contact-less’ technology which makes it possible to swipe the card at the card reader to obtain useful travel information. The ACTIVO card enables users to store several different travel tickets (for example a monthly ticket and a multi-ride ticket) and guarantees greater mobility and savings.

**WHY IT WAS CHOSEN AS AN EXEMPLARY GOOD PRACTICE**

The integration of multi-modal Public Transport fares and travel information are key elements in facilitating the use of public transport. Promoting new technologies, like intelligent travel cards, allows for more convenient and flexible travel. This Good Practice is a good example of the use of Intelligent Transport Systems to improve a transport ticketing system.

The integration of travel information into a ticketing system is particularly original. However, given the European emphasis on this subject, integrated ticketing systems should also seek to integrate services such as Park&Ride and other mobility modes, including bike sharing and car sharing (which is not present in Treviso).

The Good Practice is equally important because, generally, these integrated ticketing systems are designed for large cities. Therefore, this Good Practice demonstrates the effectiveness of the use of these techniques in small cities possessing a good public transport service.

**TRANSFERABILITY**

The transferability implies long and complex groundwork involving specification, design, and adaptation. Nevertheless, the market currently provides several solutions and the Good Practice could be transferred to many other Regions with similar characteristics.

The drivers are quite clear: these systems are efficient since they ensure a lower level of fare evasion and the money recovered from the evasion can compensate the investment and contribute to the overall improvement of the quality of the service.

The barriers are equally considerable: the implementation requires the cooperation of all the operators involved and the setting-up of a complex but clear mechanism involving organisational changes for all parties involved; a specialised professional with very high technical skills is required to oversee the overall process; these systems are costly and usually require a protracted implementation process.

Strong political commitment and technical leadership is necessary to coordinate and ensure cooperation amongst all the different players affected by the changes.

**Urban Traffic Management & Control (UTMC) experience in Reading UK**

| Reading, UK – POSSE |

Reading is a town in southern England. It has a population of 155,000 (2011) and a larger metropolitan area population of 370,000 (2011).

Reading is strategically located to offer its businesses and citizens’ good access to London and the UK’s main international airport - i.e., Heathrow. To manage its road network, it relies heavily on its Intelligent Transport Systems, which include adaptive traffic signal controls, car park guidance, variable message signs, passenger info systems, and CCTV. The systems are inter-linked using open specifications for the UTMC (Urban Traffic Monitoring and Control). The UTMC facility provides automatic control of the policies applied to traffic junctions and street signage (without the use of an operator) and live traffic and travel information via the Council’s website.

UTMC is essential to Reading’s ambitions for promoting an incremental change in monitoring the road network and providing road users with information. In particular, UTMC’s openness has helped ease the integration of new systems, provide greater flexibility to mix and match solutions, and given Reading greater control in understanding how its systems work together and how to resolve problems when they occur.

The UTMC experience in Reading was part of a wider national project whose core was the application of Open Standard architectures and specifications for an open systems framework: i.e. the possibility to support a continually-evolving set of specifications for interfaces between different systems. In this way
It’s possible to achieve practical solutions for today’s projects and tomorrow’s anticipated problems, rather than an idealised solution for all contexts.

The UTMC Technical Specification is freely available from the UTMC website (www.utmc.uk.com).

WHY IT WAS CHOSEN AS AN EXEMPLARY GOOD PRACTICE

The characteristics making this experience interesting are:

- the level of integration between several ITS devoted to different applications provided by the UTMC system. This integration enhances the capability of real-time traffic management.
- the use of Open Standard techniques for the design and development of such a system.

The latter characteristic makes the UTMC system flexible and open to incremental improvements. The two elements together make this Good Practice instructive for other Regions and cities. In particular, the Open Standard philosophy may be an important contribution to the knowledge of this scarcely known matter.

TRANSFERABILITY

In general, we can claim that the transferability of this Good Practice has been demonstrated within the UK (at least). Before joining the POSSE project UTMC was transferred throughout the UK and is now used by well over 100 transport authorities.

However, some considerations are required. To begin with, UMTC systems are currently used by dozens of local authorities throughout the UK and Europe. There are ITS based on standard software packages, but these require significant customisation and engineering work to be adapted to local contexts and to interface with the local traffic management systems. Therefore, they are generally expensive and not easily implemented (especially the most sophisticated versions of these systems).

An eventual diffusion of Open Standards can help the adoption of similar systems, since it makes the interface easier and this leads to lower costs. In reality, the large number of traffic management systems existing in cities are not designed using an Open Standards philosophy. Accordingly, the implementation of an Open Standard based UMTC architecture would require significant modification and investment in the existing systems. Moreover, we have to consider the technology providers’ resistance to adopt Open Standard solutions because it significantly limits the dependency on their products. These facts represent serious barriers that can only be overcome through European-level initiatives.

The driver for the adoption of these methodologies can be the important economic and organisational benefits for the Public Bodies, but the issue, as already mentioned, has been largely neglected.

Topic G - Accessible Transport

Accessibility in public areas for disabled people - Graz – Austria – PIMMS TRANSFER

Graz implemented important measures in the field of accessibility in public areas. The city has worked closely with architects and planning officials to ensure that new infrastructure and developments are accessible to physically disabled and visually impaired individuals. This includes actions such as the removal of mobility barriers in public buildings (i.e., physical obstructions), the installation of access ramps, and making travel paths simpler. They have also removed barriers on pavements such as raised surfaces, bollards, and street furniture located in the walking line.

The City of Graz has planned and adopted barrier-free measures and tactile surfaces in public spaces and toilets, at crossings and traffic lights, on pavements, and at public transport stops. The maintenance of these facilities and surfaces includes dealing with the impact of snowy and icy conditions in the winter, so in some places it can be quite demanding.

WHY IT WAS CHOSEN AS AN EXEMPLARY GOOD PRACTICE

Refurbishing existing infrastructures to make them accessible is a difficult and costly task. For this reason, and not simply for a lack of consciousness on the part of the planners/politicians, the accessibility to services by impaired persons is often neglected. European cities are old cities, so if we want to make them accessible we must face the problem in a systematic way and consider all the elements that contribute to raising barriers. This good practice is significant due to the high level of engagement, to the environment in which the interventions have been carried out, and to the systematic approach to the problem.
The barriers to the adoption of this approach are represented by the technical difficulties that require significant design work and by the economic resources involved. Unfortunately the drivers in this case are weak since the challenges facing physically disabled citizens are often not adequately perceived and often the cost-benefit ratio is perceived to be too high. The only way to contribute to solving this problem is to carry out continuous and adequate awareness campaigns and implement the appropriate legislative framework (that is not always sufficient by itself).

The city of Maribor, on the basis of an exchange of experience with Graz, is preparing a project for barrier free measures in the city centre to improve accessibility for disabled people. The city council will apply for structural funds to help build barrier free measures for all.

The Good Practice of Graz will be used to prepare the infrastructure project and persuade the architects, cultural heritage institutions, and other public institutions to consider all the necessary measures involved in implementing barrier free mobility.

#### Roadway accessible to visually impaired people

The Municipality of San Benedetto del Tronto - aims to eliminate physical and sensorial obstacles that prevent the access of disabled individuals by developing an integrated action plan.

The starting point is represented by ‘The European Charter of Pedestrians’ Rights’ which claims that the disabled have the right to specific measures to maximise mobility, such as the elimination of architectural obstacles and the adequate equipping of public transport.

Different accessible routes have been planned to allow visually impaired individuals to move autonomously. The involved area, i.e. Porto d’Ascoli, is characterised by the presence of a park, a public school, and several pedestrian routes. The planned interventions are:

- Sidewalks;
- Pedestrian routes with system Loges, characterised by a special pavement for visually impaired people
- Implementation of road signs;
- Implementation of tactile plates readable by blind or visually impaired people as to signal places of interest;
- Installation of acoustic equipment in the traffic light system.

This Good Practice, together with other infrastructural interventions, can guarantee innovative solutions for the safety and independence of disabled people. Difficulties have been faced only during the implementation stage due to the lack of previous experience: once eliminated, the intervention proceeded without any problems and the objectives were achieved.

#### WHY IT WAS CHOSEN AS AN EXEMPLARY GOOD PRACTICE

This practice is noteworthy since it addresses a topic that is perfectly in line with EU priority issues (i.e. inclusivity).

Initiatives aimed at promoting accessibility to travellers with reduced mobility should be multiplied by regulators and operators in their regions. These measures do not only imply costly infrastructures for allowing the disabled to overcome physical barriers, but can also contribute to improving the existing infrastructures making them more accessible and decrease the overall costs of the measure. Accessible information about transport systems and about the environment is fundamental for visually impaired travellers and represents a significant step forward in promoting accessibility to public services.

#### TRANSFERABILITY

These concepts therefore have a high potential for being transferred to other regions and a very broad potential application since they address a common and widespread need.

Of course, the specific implementation requires design work strictly related to the application environment.

One important driver is the possibility to attract additional demand for public transport (passengers) providing higher accessibility levels. But the main driver should always be policymakers’ desire to fulfil the needs of all their citizens.

Another important prerequisite for the successful implementation of this kind of measure is the presence of the local representatives of the visually impaired. This allows policymakers to involve them from the initial stage of the projects.
The barriers are the costs that can rarely be compensated by additional incomes and by the scarce awareness of the problems facing visually impaired citizens.

**Topic H - Encouraging Low Emission Transport**

**Use of electric vehicles in the fleet of CESPA**

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<th>Murcia Region, Spain – SUM PROJECT</th>
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In 2010 the Municipality of Murcia launched a public invitation to tender for a 20-year contract for street cleaning, garden maintenance, waste collection, and waste treatment. The tender conditions included strict constraints on vehicles emission rates. CESPA won the contract and introduced 15 electric vehicles in 2011 by taking advantage of a Spanish national grant for the purchase of electric vehicles. The fleet was then increased in 2013.

The remarkable fact is that the vehicles are also heavy duty vehicles. The use of the new vehicles led to an important reduction in operational costs and to the reduction of gas and noise emissions - i.e. 90% reductions in NOx and carbon monoxide and 50% reductions in CO2. The Good Practice reports that the vehicles are very reliable and robust and that maintenance costs are low compared to similar combustion engine vehicles. In addition, the overall level of satisfaction is high both on the side of the operator and of the Municipality.

**WHY IT WAS CHOSEN AS AN EXEMPLARY GOOD PRACTICE**

Promoting the use of electric vehicles in fleets is an effective way to assess the benefits that this technology can deliver. Electric vehicles (EVs) are rapidly emerging as a viable alternative to conventionally fuelled vehicles. This is particularly urgent considering the rising price of fuel.

This can help decision-makers achieve a competitive advantage whilst moving fleets towards a more sustainable future. The interesting features of this GP are:

- The promotion of the use of electric vehicles by a provision in a public tender that established a ceiling for the carbon footprint of service vehicles.
- The use of heavy duty electric vehicles.

Of course the economic sustainability of the initiative is directly associated with the possibility of acquiring a grant for the acquisition of the vehicles since the cost gap between conventional and electric vehicles is still very high.

**TRANSFERABILITY**

On the other hand, the driver for the Public entities is clearly the environmental benefits they can obtain (reductions of pollution and noise) without needing to make significant investments.

The Good Practice has a high potential for transferability to other regions and municipalities since it was a simple and effective way to force the introduction of electric vehicles in a public service through tender provisions. The use of these vehicles requires organisational modifications in the company and some training essentially for the maintenance personnel.

Nevertheless, vehicle operational costs are lessened since electric mobility is more energy efficient and the price of electricity is lower than conventional fossil fuels. This may constitute a win-win strategy since municipalities and regions can be drivers for promoting sustainable technologies in transports and companies can improve their business by reducing the fleets’ operational costs.

The main barriers to the transferability of this GP are the initial investments that companies may have to make and the psychological barriers regarding vehicle autonomy. The economic barrier can be overcome in two ways: when public subsidies are available; if the vehicles are intensively used to an extent that operational savings can compensate the high investment. The organisational and psychological barriers can be overcome through training and information.
Topic I - Sustainable Transport Awareness Campaigns

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<th>Local travel plan network in East Anglia</th>
<th>Brighton&amp;Hove, UK – MMOVE</th>
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The JourneyOn marketing campaign promotes sustainable transport and health-related messages in Brighton & Hove. The initiative supports softer/smarter travel choices providing information, and promoting initiatives at the purpose of making people aware of the possible mobility alternative modes. Communication is delivered through many different media – website, events, and publicity campaigns – and is designed to engage people from a variety of backgrounds/communities.

The JourneyOn campaign uses innovative promotional activities, online blogging competitions, and a series of free large-scale public events, alongside more traditional campaigns, such as billboards and radio adverts to reach various audiences in the city. There is also a website – journeyon.co.uk – that offers real-time bus, traffic, and car parking information to citizens. A specific on-line journey planner compares different travel modes across the city along a given itinerary, contrasting costs and carbon emissions. It integrates Google maps and a gradient feature and can help users to measure the calories they could burn if they walked or cycled up along the selected itinerary. This application gives an immediate view of the advantages of a sustainable modal choice in a friendly and pleasant way and suggests healthy practices.

WHY IT WAS CHOSEN AS AN EXEMPLARY GOOD PRACTICE

Awareness/education campaigns are ‘soft measures’ that usually have a gradual influencing impact. They try to modify the attitudes of citizens towards mobility by promoting more sustainable behaviours (in line with the Transport White Paper). These types of actions surely cannot, by themselves, modify the balance of mobility in the short-term, but they must not be disregarded because a change in the traveller’s attitude is very important for supporting sustainable mobility.

This Good Practice has been pointed out for its integrated and broad approach to a communication/PR campaign for mobility and the use of innovative tools, such as a cutting-edge trip planner providing environmental information and indicators.

TRANSFERABILITy

Although this Good Practice was not transferred. However transfer would be easy since the Good Practice is based on simple actions and common tools. Ensuring coordination between all the entities providing the information is one of the major barriers to the success of this Good Practice. Efficient and influential coordination is therefore required. Costs can also be considered an additional barrier, but there is always the possibility for the actions to be adapted to the budget constraints.

The main driver lies in the fact that such initiatives do not encounter any particular resistance to their implementation and provide substantial visibility to policymakers and institutions.