



Lesson 2: To scan for and leverage opportunities to develop new financial resources and partnerships, ensure political support, and gain attention.

Implementing a sustainable mobility agenda at city level in a multi-level governance context



- City authorities in Europe operate in a context of multi-level governance, in which powers and policy resources are divided between different levels of government.
 - Although there are significant differences between European countries in terms of degrees of institutional autonomy, all cities depend on public authorities at the regional / national / European levels in order to obtain the necessary resources or achieve policy change.
 - Some city authorities face additional barriers in reaching out to regional / national / European authorities : small and medium sized, political competition and limited representation of city interests.
- How to leverage resources and support to deliver on ambitious sustainable mobility goals ?

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Some definitions and historical background

Enhanced implementation capabilities at city level

- Cities depend on *de jure* powers BUT ALSO on *de facto* capabilities, that is **the ability to add on to or overcome the lack of** such powers and resources by reaching out:
 1. Vertically – other levels of government and
 2. Horizontally – to the private sector, civil society and the wider public.

Go to **Subactivity 1b** on governance challenges for long-term planning!

New opportunities for cities in the context of the EU Green Deal



- EU commitment to net zero carbon by 2050, with the Transport sector responsible for over 27% of cities' CO₂ emissions – and is the sector where emissions have declined the least
- To achieve climate-neutrality, 90% reduction in transport emissions must be achieved by 2050

Frans **Timmermans**, Executive Vice-President for the European Green Deal:

“To reach our climate targets, emissions from the transport sector must get on a clear downward trend. Today's strategy will shift the way people and goods move across Europe and make it easy to combine different modes of transport in a single journey. We've set ambitious targets for the entire transport system to ensure a sustainable, smart, and resilient return from the COVID-19 crisis.”



Commissioner for Transport Adina **Vălean**:

“As the backbone that connects European citizens and business, transport matters to us all. Digital technologies have the potential to revolutionise the way we move, making our mobility smarter, more efficient, and also greener. We need to provide businesses a stable framework for the green investments they will need to make over the coming decades. Through the implementation of this strategy, we will create a more efficient and resilient transport system, which is on a firm pathway to reduce emissions in line with our European Green Deal goals.”

New opportunities for cities in the context of the EU Green Deal to boost implementation !

- **At EU level:** EU Green Deal, Fit for 55, DG MOVE Strategy and Mission 100 carbon neutral and smart cities, which emphasises the centrality of climate targets.
- **At national / regional level:** national recovery and resilience plans, climate mitigation and adaptation strategies, smart strategies etc. all include additional opportunities for sustainable urban mobility agendas
- **At city level:** SUMP processes well underway ... but 1) need to expand to small and medium-sized cities, and 2) delivering on net zero carbon requires much more radical measures and strategic planning processes.



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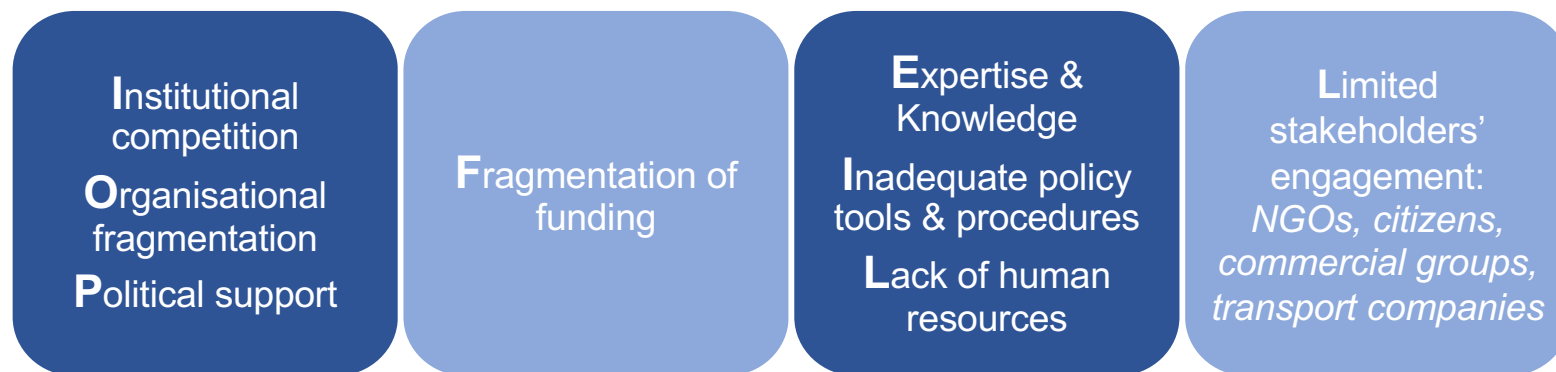
**Barriers often faced by
cities when voicing their
needs & seeking to
attract more resources**

Barriers in governance faced by cities to deliver on sustainable mobility policy goals:

- **Reshuffle policy priorities to support the shift** to net zero carbon, urban liveability and well-being
- **Institutional competition:**
 - Tensions between the objectives set at European / national levels and a place-based / context-specific perspective on sustainable urban mobility
 - Weak powers at city level for strategic planning – cities often treated as mere executors, not as strategic players
- **Organizational barriers:**
 - Shared authority and ownership over transport networks and limited integration between different transport modes and systems.

Barriers faced by cities to position themselves as strategic players:

- Achieve a change in a national legislation or policy framework – e.g., include small cities in national requirements to adopt a SUMP or, better, adopt specific set of rules for SUMP in small cities !
- Integrated funding for sustainable mobility (rather than fragmented funding) in order for city authorities to set context-specific priorities – e.g., place-based or integrated transport approach !
- Powers to experiment with advanced governance solutions – e.g., functional urban areas, metropolitan transport organizations



In summary, governance challenges at implementation stage:

- In order to deliver on their sustainable mobility agenda, city authorities need to actively scan for and leverage opportunities:
 - To develop new financial resources
 - To develop partnerships,
 - To ensure political support and gain attention
- To do so, they should 1) enhance governance structures and resources*, 2) mobilize resources both vertically and horizontally.

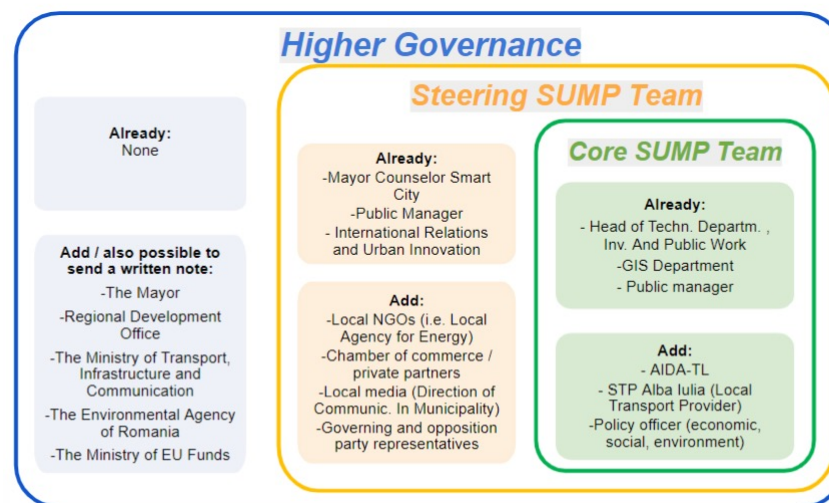
* See also Part 1, on the creation of a Transversal sustainable mobility working group

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Solutions to scan and leverage additional resources

Strategy 1: Adjust existing governance structures and processes to ensure political support and gain attention

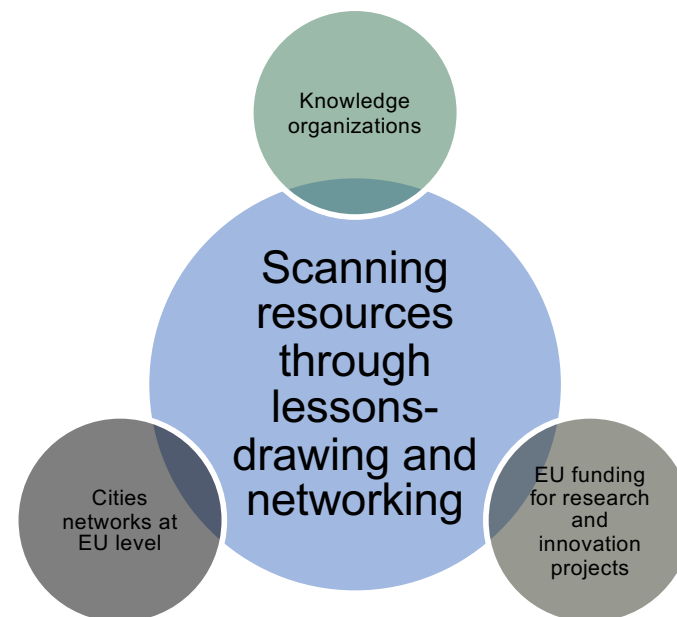
- In most cases, dedicated governance structures focus on mobilizing resources horizontally,
 - to enhance coordination between stakeholders at city level
- BUT need to ensure it also supports vertical mobilization seeking strategies
 - Establish a higher governance group to address national / regional authorities – yearly or ad hoc meetings, newsletter, etc.
 - Join national / regional municipal associations



Example of Transversal working group developed for Alba Iulia in the SUMP-PLUS project

Strategy 2: Lessons-drawing and networking to gain attention and access new financial resources

- When in hold of limited internal resources, resulting either from institutional setting in a given national context or because of a municipality's size:
 - ✓ Join national / EU networks of cities to learn from the experience of other cities facing similar constraints
 - ✓ Identify potential alliances at the local level, such as universities or specialized offices
 - ✓ Apply for EU funding under specific research and innovation programmes to experiment.



Example from Greek municipalities, with a focus on Crete and the Municipality of Platanias

Rethymnon, 1st city in Crete to adopt a SUMP (2013) and expand it, with the support of Technical University of Crete (TUC), under EU-funded DESTINATIONS project (2016-2021)

A new concept, Sustainable Island Mobility Plan (SIMP) to address the specific needs of small and medium sized islands (5,000-120,000 residents)

Creation of the CIVINET CY-EL network in 2018, to draw on past experiences to promote sustainable mobility in Greece and Cyprus

A detailed framework adopted at national level in 2021, on how to develop a SUMP, including responsibilities and precise procedure – All municipalities with a resident population over 30.000 are obliged to develop a SUMP. But what about smaller cities ?

Under the SUMP-PLUS project (2019-2023), set of tools developed for small sized municipalities wishing to develop a SUMP (Deliverable 1.7) and Platanias develops a SUMP with the support of TUC and in partnership with adjacent municipalities Chania and Kissamos – the 3 municipalities share a common goal common goals for the development of tourism.

Strategy 3: A set of dedicated partnerships to develop new skills and access additional resources



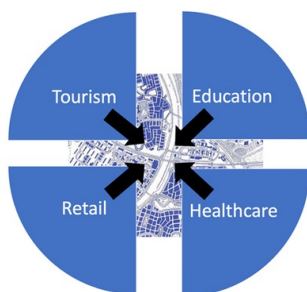
- **What is it ?** A specific type of policy tool which supports resource-seeking strategies within and outside the public sector in a highly fragmented institutional and organisational environment.
- **Why is useful for city authorities ?** Major contribution to leveraging resources and skills at implementation stage.
- BUT, No one size fits all: **different meanings and functions**, depending on each city's needs
- Formal relationships with a set of stakeholders to support the deployment of specific mobility services
 - ❖ As part of experimentation phase: e.g., [smart mobility services in Alba Iulia \(Ro\), through partnership with authorities at national / EU levels and the private sector](#)
 - ❖ As part of 5 years delivery plan, to overcome highly fragmented institutional setting: e.g., [in Greater Manchester, electric vehicles network with Amey & B.ev](#)

Strategy 4: Establish new / review ad hoc dialogue venues

- **Ad hoc dialogue venue** to confront different policy perspectives and foster agreement on monitoring tools and enforcement procedures at implementation phase
 - ❖ Soft intermunicipal partnerships to encourage dialogue at regional level: [e.g., Klaipeda city \(LT\), to explore new opportunities to align priorities and investments as part of implementation strategies](#)
- Review existing dialogue venues that have proved successful to transform them into more formal & legitimate partnerships
 - ❖ Draw lesson from past experiments to establish permanent / formal dialogue venue with a specific economic sector : [e.g. Round tables with logistics operators in Lucca \(IT\), first informally and since 2010, a formal agreement with the Chamber of Commerce.](#)

Strategy 5: Cross-sectoral linkages to explore new carbon emission reduction opportunities, beyond the transport sector

- To deliver on net zero carbon goals, a profound transformation is needed in the planning of long-term mobility goals and their delivery.



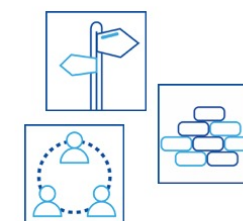
Demonstrate the benefits of cross-sectoral planning and delivery: impact of transport, impact on transport



Develop joint cross sectoral (e.g., health-mobility) or holistic (e.g., climate) strategies to achieve climate neutral goal.



Ensure that sustainable urban mobility and transport delivers on wider socio-economic impacts



A comprehensive and integrated approach to stakeholder and citizen engagement

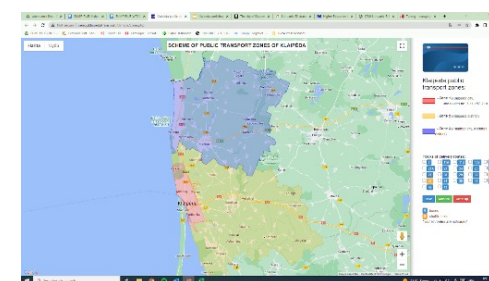
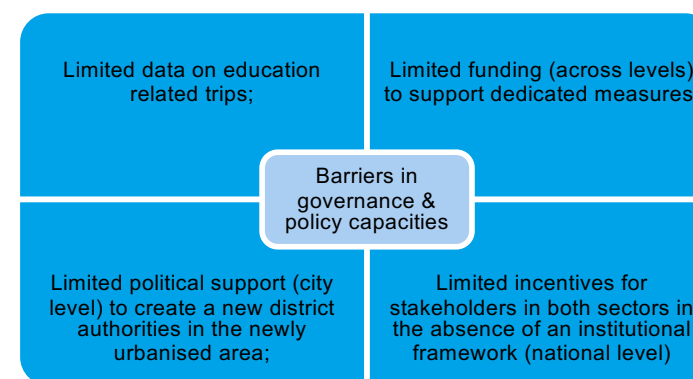
Engagement tools* - Draw on legitimate and accountable venues to engage businesses, stakeholders and the wider public

* See Subactivity 1c on engagement challenges

Subtopic 1b, Governance LT planning

Example from Klaipeda City : Setting the scene between education and mobility.

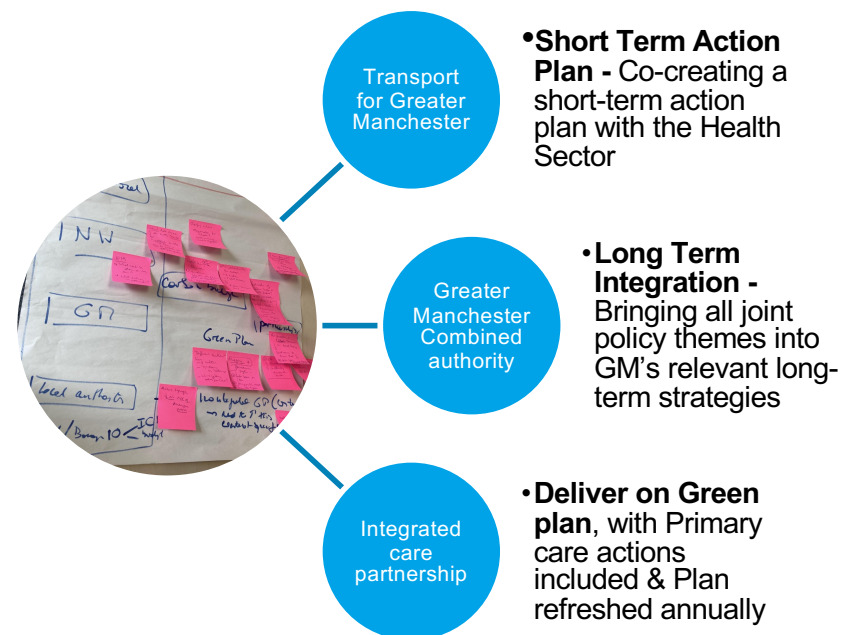
- **The challenges:** incoming traffic from newly urbanised - no schools and nurseries; limited public transport access; limited installations to store bicycles and scooters safely around/at the schools.
- **Potential solutions to encourage joint actions:**
 1. Collect data on education related trips;
 2. Encourage initiatives stemming from parents, pupils and students organisations through the municipality's budget;
 3. Lobby national authorities to prioritise education related trips under its sustainable mobility programmes, to clarify responsibilities and allocate funding resources;
 4. Extend the coverage of sustainable transport alternatives and public services in newly urbanised areas.



Public Transport Zones in Klaipeda City and Districts.
Source: <http://senoji.klaipedatransport.lt/maps/zone.php>

Example from Greater Manchester: Establish joint governance structures and processes between health and mobility

- Build ownership and leadership:
 - Raise the profile of interest to better link mobility and health to deliver on major policy objectives
 - **Internally**, politicians and managers
 - **Externally**, professional community, patients, wider public
 - Several workshops with prominent stakeholders
- Enhanced coordination between departments – Identify OR create a consistent forum to work on mutual carbon objectives:
 - Aligned goals and priorities – A prioritised list of policies, initiatives and solutions across health and transport
 - Develop sustainable models of care
 - A well-articulated implementation strategy - calendar, budget, data
 - Joint understanding of implications for modelling, project appraisal, funding mechanisms and management tools & indicators, e.g., a well-being platform



Thanks !