



2020  
**CiViTAS**  
Cleaner and better transport in cities

SATELLITE



# CIVITAS POLITICAL ADVISORY COMMITTEE STATEMENT

2020

**Towards better public–private  
cooperation in urban mobility**

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**Dear Urban Mobility Decision Makers,**

*With this policy statement, we the CIVITAS Political Advisory Committee (PAC) would like to share our views on public-private cooperation in urban mobility.*

*As local politicians, we meet the local business community on a daily basis, and mobility (accessibility) is at the heart of their and our concerns. More and more, awareness is growing of the fact that the local private sector is part of the solution to mobility challenges. The public and private sectors are, or should be, partners in urban mobility.*

*Our cities face challenges in interacting with the private sector – both private mobility service providers and other local private entities – and overcoming these is crucial if we are to integrate it into the process of developing Sustainable Urban Mobility Plans (SUMP) and to enable it to contribute to reaching local sustainable mobility goals.*

*We look forward to continuing cooperation with you in the framework of the CIVITAS Initiative.*

*Yours sincerely,*

**The CIVITAS Political Advisory Committee**

## Why this statement?

The CIVITAS Political Advisory Committee (PAC) is convinced that public-private cooperation is a key factor for improving mobility in our cities. While walking, cycling and public transport undoubtedly remain the backbone of a sustainable urban mobility ecosystem, working with the private sector allows cities to keep up with the pace of technological and cultural change and, at the same time, enhance their transport systems and give citizens more choice in how they move around.

The COVID-19 pandemic has shown cities and citizens that the private sector is needed more than ever in times of crisis: cooperation between sectors is indispensable. The CIVITAS community has tested, evaluated and fostered public-private partnerships for two decades and offers to support European cities with making such cooperation work. This statement highlights different ways in which cities can collaborate with the private sector to realise socio-economic benefits, including improving transport, creating jobs and fostering economic growth.

### **CIVITAS PAC recommendations for better public-private cooperation:**

- Cities should be aware of and involved in the current discussion related to data governance (including topics such as data standards, data exchange, and data sharing). It is an important aspect in interaction with private mobility service providers. [>>>](#)
- Join forces with private mobility providers to offer solutions where public transport is neither available nor cost-effective: this helps solve the first-/last-mile challenge for urban passenger and goods transport. [>>>](#)
- Foster a transparent, communicative working relationship with the private mobility sector. [>>>](#)
- Nurture local sustainable mobility through public-private collaboration with the tourism sector. [>>>](#)
- Relate to the private sector during strategic planning. [>>>](#)
- Encourage the private sector to commit to reorganising their company mobility plans. [>>>](#)
- Explore and strengthen public-private cooperation (in times of crisis) to offer resilient mobility solutions. [>>>](#)

The CIVITAS community stands behind the EC's approach to public-private cooperation as a strategic approach in innovation, enabling long term and stable partnerships. The community believes it will help address transport-related challenges such as climate change, road safety, air pollution and congestion; support energy and resource efficiency; and boost digital innovation and security.

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## What role does the private sector play in cities?

Shops, bars, restaurants, museums, galleries – the private sector plays a big role in making cities what they are: vibrant, ever-changing centres of social interaction. Cooperating with the private sector is thus essential to maintain the prosperity of European cities.

The private sector represents two sides of the same coin when it comes to transport and mobility. On the one hand, as a trip generator, it has a huge impact on the transport system of a city: employment, leisure activities and services linked to it create a wide variety of mobility needs. Indeed the mobility demand it generates contributes to many of the main issues arising from urban mobility and transport, such as congestion, noise and air pollution, and use of public space.

On the other hand, it manages the continual flow of goods around cities that is so vital to our modern way of life. The private sector is also less restricted in terms of service requirements and (budgetary) governmental processes. This gives it a certain flexibility in the definition of its services and use of its financial resources. In this way, the private sector is part of the solution to the aforementioned urban mobility challenges: it can utilise funds more easily and can develop services more freely. Furthermore, it brings with it technical know-how.

The duality of the private sector's influence in the city is what drives public-private cooperation: to maximise the benefits and minimise the negative externalities of transport. The ultimate aim is for private mobility services to increase accessibility without causing a rise in congestion and overusing public space for their deployment.

## How can cities cooperate with the private sector?

Many transport strategies and policies do not recognise the potential of cooperating with the private sector to enhance the liveability of our cities. Cooperation can reduce congestion (e.g. by implementing sustainable mobility planning principles), make cities more accessible and affordable (e.g. by adding additional mobility services), and improve the transport system (e.g. by offering smart logistic solutions like micro hubs or open parcel lockers).

Cooperation with the private sector is not always easy. Legal and regulatory conditions and administrative procedures can limit cities' capacity to introduce new mobility services in the city. Local authorities should analyse the extent to which private companies are working in a cooperative manner, or rather focusing on corporate benefit. Doing this would give cities a clearer idea of the services being offered and their planned area of operation, while private companies would be able to identify ways of improving their corporate social responsibility.

These issues require effort and compromise from both sides in order to find common ground and work towards better cities in which commercial interests are aligned with

the public interest and policy goals. Apart from lowering the entry barriers mentioned above, political support can take different forms.

The following PAC recommendations explain how the public and private sector can cooperate for better mobility in our cities.

**PAC recommendation: Cities should be aware of and involved in the current discussion related to data governance (including topics such as data standards, data exchange, and data sharing). It is an important aspect in interaction with private mobility service providers.**

Data realization is still an issue, with a lack of industry consensus preventing the simple and scaled integration of transport services into Mobility as a Service (MaaS) applications. Existing data standards, e.g. the General Bikeshare Feed Specification (GBFS), should interact in a seamless way with other mobility operators and MaaS players.

This would enable data from external players and the various services they offer to be better integrated, thus strengthening cities (local governments), MaaS and mobility providers. In order to build up local, national and European MaaS infrastructure which can satisfy customers' individual mobility needs and ensure that everyone can access intermodal mobility systems, it is necessary to create (standardised) organisational and legal framework conditions that provide:

- Technical definitions of digital service interfaces; and,
- Standardised rules for data exchange, data sharing, and data access, and concerning services from MaaS providers.

*The City of Antwerp (Belgium) created NXTMobility Manager to link different digital mobility systems. Doing so has enabled mobility and mobility behaviour to be controlled (more efficiently) and different data and services to be shared and integrated with external providers. The Mobility Manager was developed in close collaboration with the Flemish government and in line with the OSLO programme (Open Standards for Linking Organisations). The open nature of the standards means everyone can adopt them and enables their use inter-governmentally and at as many levels of government as possible. This also allows their deployment in other regions, at federal level, and even at European level.*

**An example from the city of Antwerp.**

## Collaboration with private mobility service providers

Emerging private mobility services allow for greater transportation alternatives and, when integrated, boost the efficiency of our cities' transportation systems. While new private mobility solutions have not (yet) transformed public transportation and will not replace high-quality, fixed-route transport services as the most efficient means of moving people along dense urban corridors, they can complement public transport by fostering multimodal door-to-door mobility.

Thus, they can help improve public transport systems that are outdated or alleviate issues related to overcapacity, helping to achieve a seamless system. Furthermore, private mobility providers also hold robust and valuable data that can feed into local authorities' strategic planning. Consequently, collaboration between different agencies and private transport providers will be essential for creating transport systems that work effectively for all.

***PAC recommendation: Join forces with private mobility providers to offer solutions where public transport is neither available nor cost-effective: this helps solve the first-/last-mile challenge for urban passenger and goods transport.***

When serving an area with low or irregular demand, public transport may not be cost-effective enough to provide an accessible, affordable and frequent solution. In addition, city planners have long been debating how to offer a cost-effective means of short-distance transportation in order to solve the first-/last-mile problem. By joining forces with private mobility providers who offer services such as on-demand, shared taxi systems to support public transport or micromobility options like shared e-scooters or e-bikes, cities can expand their mobility offer while overcoming this challenge.

*Madrid (Spain) and Turku (Finland) are some of the CIVITAS cities that have developed a (municipally-owned) MaaS platform to reduce the number and use of private vehicles. These platforms seek to promote public transport services by developing digital information and payment systems and creating opportunities for local services to be integrated into the overall transport service offering.*

*Other cities like Parma (Italy) are testing new public-private cooperation models to introduce innovative transport services, especially in the area of shared mobility. In recent months, the local municipality has set up new services in cooperation with start-ups and small private operators. They include the new bike sharing service, RiDE. As of September 2019, residents and tourists can rent 150 hybrid bicycles; these are picked up and returned at virtual docking stations. RiDE complements the traditional station-based bike sharing service run by the municipal company.*

**Examples from the cities of Madrid, Turku and Parma.**

## Towards better public–private cooperation in urban mobility

Once such alternative services are in place, cities can improve their transport systems by integrating them with the public transport network, thus encouraging sustainable door-to-door mobility. The MaaS concept promises to make it easier for citizens to combine these new services with regular public transport by linking different mobility options together via a single customer interface. These platforms could enable the shift from personal vehicle ownership to sustainable mobility by offering a *7ealizing7ed*, *7ealizing* service that captures valuable information about users' travel choices. However, *7ealizing* these benefits will require the cooperation of cities and public transport operators with private providers and software companies.

### ***PAC recommendation: Foster a transparent, communicative working relationship with the private mobility sector.***

The increasing number of private mobility providers brings cities the opportunity to improve their transport system and enlarge their mobility offer without having to invest exorbitant amounts of money. However, it can be challenging to communicate with all providers and take their requirements into account while also making them comply with the rules and regulations set by the city. Setting up a cooperation platform can assist with this by improving communication flows and facilitating knowledge exchange.

*In order to expand the range of alternative mobility products and services, the City of Antwerp (Belgium) started a cooperation model called “Marketplace for Mobility”. This platform is designed to foster partnerships with providers that offer solutions for more sustainable mobility, be it in relation to freight and/or passenger transport.*

*Antwerp’s “Marketplace for Mobility” supports private initiatives that contribute to the city’s ambition to realise a 50/50 modal split through a modal (travel differently), time (travel at a different time), and mental (do not travel) shift. Since its launch in September 2016, the cooperation platform has helped set up 80 partnerships with private mobility service providers. After the first two project calls in 2016 and 2017, more than 20,000 trips (passengers and freight) were avoided monthly. Thanks to close cooperation, transparency and mutual learning, the City of Antwerp has become a reliable partner in the private mobility sector.*

*Antwerp works closely with companies in the city to help them outline a sustainable mobility policy. Aside from tailor-made mobility advice, it provides free trials of mobility services (e.g. public transport, bike sharing, and e-bikes) to employees. A learning network helps companies implement specific schemes or policies, such as teleworking and having a mobility budget. More than 100 companies are part of this network. An analysis conducted with 26 participating companies has shown that private car use went down by 19% and cycling went up by 13%.*

### **An example from the city of Antwerp.**

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***PAC recommendation: Nurture local sustainable mobility through public-private collaboration with the tourism sector.***

Tourist destinations face a very particular problem. The seasonal nature of tourism makes it difficult to plan, design and maintain accessible and affordable transport services throughout the year. Through innovation and cooperation with the private sector, cities can improve urban access, cost-efficiency and integration of transport services, while reducing emissions and energy consumption.

*In Rethymno (Greece), after an attempt at a public bike sharing scheme had failed, the city's first dockless e-bike sharing system was launched. The pilot was the result of fruitful public–private cooperation. The measure's success was down to the public authorities' and private operator's common aim to promote the sharing system as a way of achieving a modal shift among residents and visitors. Moreover, the innovative system showed potential demand for shared mobility, leading more private investors (in the form of e-scooters) to enter the local market.*

*By partnering with private mobility operators, the City of Parma (Italy) now offers a rickshaw service for tourists. The service encourages them to discover the city in an "alternative" way aboard an ecological mode of transport. Different tours take travelers both to the city's hidden corners and its main monuments, tasting the products of Italy's Food Valley along the way.*

Examples from the cities of Rethymno and Parma.

## **Other collaboration approaches with local private sector – supporting SUMPS**

***PAC recommendation: Relate to the private sector during strategic planning.***

When preparing a SUMP or a mobility strategy, working with different stakeholders is generally considered common practice. Remember that initially you will all have 2 minutes to speak and we have to be rigorous considering that the Opening Plenary of the Conference will start at 11:30, just after our Summit.

It is crucial to involve all different types of stakeholders throughout the planning process, addressing their specific requirements and looking for possible synergies and conflicts. Obviously, such multi-stakeholder (planning) processes demand more resources than less complex procedures. For this reason, public administrations need to be empowered to make such resources available, e.g. through incentives for capacity building.



*In order to develop an Integrated Action Plan on Urban Logistics, the City of Parma (Italy) has set up and maintained a permanent working group with the main stakeholders linked to urban freight, e.g. national logistics operators, commercial associations, cargo bike logistics operators, and municipal mobility companies. The group discusses the main issues related to urban freight, with a specific focus on city centre deliveries. Such a measure not only has a positive environmental impact by reducing congestion and emissions, but it also makes services more efficient by minimising costs for the economic operators involved.*

**An example from the city of Parma.**

Efforts to implement potentially controversial measures such as Urban Vehicle Access Regulations benefit from sound cooperation between all stakeholder groups. Keeping lines of communication open and considering the particularities and needs of the private sector will lead to higher acceptance and compliance, and, in turn, less resistance to and a higher impact from mobility plans and measures.

***PAC recommendation: Encourage the private sector to commit to reorganising their company mobility plans.***

Congestion on urban roads and overcrowded public transport are among the biggest mobility problems throughout the European Union. These have major consequences, from pollution and excessive local authority expenditure to large amounts of stressed-out commuters trying to get to their destinations in time.

Organisational measures such as altering educational institutions' timetables, teleworking, and encouraging employers to change their mobility policies can reduce pressure on the transport system during peak hours and spread traffic over a longer period of time.

Examples of measures to include in mobility policies are financial incentives for using certain modes, providing facilities and space for sustainable mode such as bikes, and giving information on parking management.

*A frontrunner in the Netherlands, Groningen has experienced very positive results from organisational measures. By working with educational institutions altering class schedules, 1050 students travel less during rush hours, ensuring a better distribution of travelers in public transport and contributing to less crowded cycle paths and motorways during rush hour. Furthermore, working with 85 large employers encouraging and supporting new mobility policies, they have avoided over 37500 rush hour trips while increasing the accessibility to the different organizations.*

*Together with the province of Oost-Vlaanderen, the City of Sint-Niklaas (Belgium) offered a ‘mobiscan’ (a quick analysis of a company’s mobility profile) to all enterprises in local industrial estates. Enterprises of different sizes participated. The ‘mobiscan’ is conducted on the basis of anonymised employee and private transportation data. This results in an overview of all means of transport, the weaknesses and strengths of the transportation system(s), and the potential for a modal shift to more sustainable modes. One of the main conclusions was the huge potential for biking to work. The City of Sint-Niklaas and individual enterprises are now working together on action plans, with each party responsible for actions within its own area of competence. For instance, the local authority is investing in bicycle lanes, whilst enterprises are developing employer-employee bike promotion plans.*

*Since 2012, the City of Graz (Austria) has run a mobility management programme for private companies. In 2019, the city financed 15 mobility consultations for businesses. These dealt with the companies’ individual mobility challenges and included the development of tailor-made solutions, e.g. investments in private vehicle fleets.*

*In 2019, a handbook on mobility management for companies was published. This has a catalogue of mobility measures and introduces 10 companies in Styria (the province where Graz is located) that implemented these measures successfully. For example, the Graz University of Technology has reorganised its parking management policy, reducing the parking permits needed from 1,360 to 900.*

**Examples from the cities of Groningen, Sint-Niklaas and Graz.**

## **Public-private collaboration: especially in times of crisis**

The coronavirus pandemic has affected the way cities function and, more specifically, the mobility of citizens. At the height of the lockdown, with travel reduced to essential trips, the normal rush of city traffic was non-existent. People were travelling less, with those who still did so often avoiding public transport to reduce exposure to the virus.

Many cities in Europe have seen a significant drop in mobility demand. Moreover, cities have been looking into different solutions to ensure transport services continue to be provided without risking their citizens’ health. Public–private cooperation offers

alternative mobility solutions in uncertain times and, given the current situation, brings extra benefits in a financially challenged future: mobility solutions can be offered that local authorities can perhaps not provide due to the financially challenging situation they face.

***PAC recommendation: Explore and strengthen public-private cooperation (in times of crisis) to offer resilient mobility solutions.***

The COVID-19 crisis has demonstrated the importance of the logistics sector. Many cities in the CIVITAS community are cooperating with different private companies to offer their services in times of crisis, ensuring essential mobility and the continual transportation of goods.

*In cities like Antwerp, Brussels (both Belgium) or Rome (Italy), several shared mobility providers are offering their services to essential workers for free or with discounts. In such cities, delivering (food) has turned into an essential service, with several examples of companies offering their vehicles for food deliveries to vulnerable groups, such as older people.*

Examples from the cities of Antwerp, Brussels and Rome.

## Would you like to know more?

Visit the websites of relevant projects and discover resources to learn more about public-private collaboration:

- CIVITAS PORTIS – <https://civitas.eu/portis>
- CIVITAS DESTINATIONS <https://civitas.eu/destinations>
- CIVITAS ECCENTRIC- <https://civitas.eu/eccentric>
- Citylab – <http://www.citylab-project.eu/>
- NOVELOG – <http://novelog.eu/>
- GECKO – <http://h2020-gecko.eu/>
- [Handbook from the City of Graz on mobility management](#) (in DE)

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## About CIVITAS 2020

CIVITAS is the EU's longest running urban mobility initiative, involving over 300 European cities. Since it was launched by the European Commission in 2002, the CIVITAS Initiative has tested and implemented over 800 measures and urban transport solutions as part of demonstration projects in more than 80 'Living Lab' cities Europe-wide. The current phase of the CIVITAS Initiative is called CIVITAS 2020.

16 Horizon 2020 research and innovation projects on urban mobility currently operate under CIVITAS 2020. These research projects look at ways of building a more resource-efficient and competitive transport system in Europe. The research and innovation projects deliver the basis for community activities within the CIVITAS Forum, a network of cities for cities dedicated to cleaner, better transport in Europe.

Find out more on the CIVITAS website: <https://civitas.eu/>

## About the CIVITAS Political Advisory Committee (PAC)

The PAC is a small group of committed politicians that acts as the steering group of the CIVITAS Initiative and network of cities. Its members participate in a personal capacity. PAC members are mainly responsible for:

- Delivering policy recommendations to the European Commission (EC)'s Directorate-General for Mobility and Transport (DG MOVE) – such as this PAC statement;
- Facilitating cooperation between the EC and the CIVITAS city network, and CIVINET national and regional networks;
- Taking part in key CIVITAS activities, including study tours, peer reviews, and thematic working groups;
- Ensuring and strengthening the involvement of politicians from CIVITAS cities in the Initiative's activities.

Find full information on the CIVITAS PAC webpage: <https://civitas.eu/pac>