



# Integrated Subject Module and Facilitator's Guide:

Module 1: Building Small-Medium  
local authorities' capacity to  
introduce innovative transport schemes

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# SUITS Supporting Urban Integrated Transport Systems: Transferable tools for authorities



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## COORDINATOR

**UK:** Coventry University

## PARTICIPANTS

**UK:** Arcadis, Transport for West Midlands

**Italy:** Politecnico di Torino, RSM, Eurokleis, Citta di Torino

**Ireland:** Interactions

**Greece:** Lever, Sboing, Makios, Municipality of Kalamaria

**Spain:** ITENE, INNDea

**Romania:** Integral Consulting, Municipality of Alba Julia

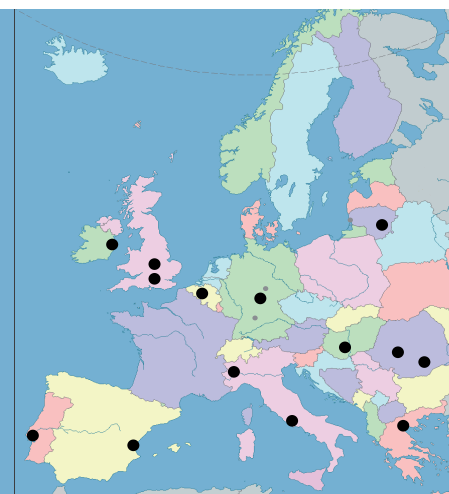
**Portugal:** VTM

**Hungary:** Logdrill

**Germany:** Wuppertal Institute, Technische Universitat Ilmenau

**Lithuania:** Smart Continent

**Belgium:** SIGNOSIS



# Table of contents

<b>BOOKLET OVERVIEW</b>	3
<b>BOOKLET MANUAL</b>	3
<b>MODULE 2: Building Small-Medium local authorities' capacity to introduce innovative transport schemes</b>	4
<b>1. COURSE OVERVIEW</b>	4
1.1 Purpose & objectives of the course	6
1.2 Participants' profile	6
1.3 Facilitator's profile	6
1.4 Evidence to award digital badges	6
1.5 Class Preparation Checklist	7
1.6 Classroom Setup	7
<b>2. CHAPTERS</b>	8
<b>Chapter 1:</b> Introduction	8
<b>Chapter 2:</b> Description of Innovative Transport Schemes	9
<b>Chapter 3:</b> Value for S-M cities (Challenges, Benefits and Beneficiaries)	10
<b>Chapter 4:</b> Successful Case studies or Best practices of SUITS cities on such topics	12
<b>Chapter 5:</b> Innovative financing, procurement, partnership	13
<b>Chapter 6:</b> Business model canvases	14
<b>Chapter 7:</b> Process and implementation aspects	15
<b>Chapter 8:</b> Available tools and guidelines	16
<b>REFERENCES</b>	16
<b>ANNEXES MODULE 2: Building Small-Medium local authorities' capacity to introduce innovative transport schemes</b>	17
<b>ANNEX 1:</b> Template of agenda/invitation	17
<b>ANNEX 2:</b> Template of registration list	19
<b>ANNEX 3:</b> Ice breaker activity	20
<b>ANNEX 4:</b> Exercise A	23
<b>ANNEX 5:</b> Exercise B	24
<b>ANNEX 6:</b> Exercise C	25
<b>ANNEX 7:</b> Exercise D	26

# Abbreviations

ACRONYM	FULL TITLE
LA	Local Authority
L	Large-sized (for cities with population over 250,000 residents in their urban centre)
S-M cities	Small and Medium sized (for cities with population ranging between 50,000 and 250,000 residents in their urban centre)
SUMP	Sustainable Urban Mobility Plan
InnoTS	Innovative Transport Schemes
CBP	Capacity Building Programme
CIL	Car Independent Lifestyle
CSO	Civil society organisation
NGO	Non-governmental organization
R&D	Research and Development

# Booklet overview

This booklet forms part of the SUITS Capacity Building Programme (CBP). It consists of the *integrated subject module*<sup>1</sup> and the *facilitator's guide*<sup>2</sup>. Both elements are required to enable facilitators to conduct a classroom course for capacity building in S-M LAs. The booklet provides the theoretical background, practical instructions and training material, taking into account the target audience, the purpose of the CBP and the nature of the chosen topic.

The *Integrated Subject Module* sets the theoretical background and content of the CBP.

The *Facilitator's Guide*<sup>3</sup> transforms the theoretical background into the necessary material, the methodology, the schedule and the profile of facilitators & participants that the capacity building process will require; It consists of the following: (1) Power Point Presentations, (2) Exercises Preparation, (3) Build the script (i.e., how to transform the theory into scenarios of Capacity Building Programme), (4) Case Studies and Learning Activities, (5) Material Check Lists, (6) Participants Materials (workbook), (7) Classroom preparation guide and (8) Communication Material.

## Booklet manual

Beginning with *Course overview*, the reader - user or facilitator - is introduced to the overall purpose of the course, the learning objectives, the participants' & facilitator's profile. Moreover, practical issues of the course such as the preparation of the classroom and the process to award digital badges are also provided.

Moving on to *Chapters*, the reader - user or facilitator - receives instructions on the course delivery based on the content, the supportive-to-the-process material and the proper use of it. The workbook and the power point presentation are complementary documents to this section. The facilitator needs to be aware of both documents while going through each chapter of this booklet.

Helpful Tips:

- a. Use *workbook* to get the detailed information included in the content. Check reference to workbook pages to navigate properly. The workbook is supportive to each chapter's respective content and has to be distributed to the participants during the course. Participants may keep notes on it and use it during exercises.
- b. Use *power point* to support you with "instructions for facilitator" for better understanding the course flow. Check reference to power point slides to navigate properly. Check the complementary to the workbook distributed material in Annexes as described in the field "Distributed material (handouts, exercises, other type of material)". Power point is only supportive to the facilitator.
- c. Check sources according to citations (provided in workbook) to deepen in provided information.
- d. Check further reading to enhance knowledge in a wider perspective.



1 The output of Task 5.1: Development of an Integrated Subject Module (check Introductory Document).

2 The output of Task 5.2: Facilitator's Guide of WP 5 (check Introductory Document).

3 Inspiration by "Workshop facilitators guide" (n.d.). [ebook] European Commission. Available at: [https://www.unicef.org/eu/crtoolkit/downloads/FACILITATORS\\_GUIDE\\_-\\_Child\\_Rights\\_Toolkit\\_Workshop.pdf](https://www.unicef.org/eu/crtoolkit/downloads/FACILITATORS_GUIDE_-_Child_Rights_Toolkit_Workshop.pdf) [Accessed 28 Mar. 2019] and 2. "Train the Trainer", Facilitator Guide Differentiating Instructional Paths for Students NWEA. (n.d.). [ebook] Available at: [https://www.peoriapublicschools.org/cms/lib/IL01001530/Centricity/Domain/23/0-TTT-FG%20%20DI%20\\_NWEA%20.pdf](https://www.peoriapublicschools.org/cms/lib/IL01001530/Centricity/Domain/23/0-TTT-FG%20%20DI%20_NWEA%20.pdf) [Accessed 28 Mar. 2019]

# Module 2: Building Small-Medium local authorities' capacity to introduce innovative transport schemes

The movement of people and products in European S-M cities is a continuous and increasing challenge which requires planning and adaptation measures. The extreme use of energy and public space while on the same time road safety and environmental aspects are deteriorating are only a few of the transport-related issues that cities have to cope with. Moreover, local authorities are responsible to find appropriate solutions for inclusive and equitable mobility services while stimulating economic prosperity. Through innovative schemes that contain integrated planning and smart solutions, cities are transforming into accessible and liveable environments while enhancing public transport and alternative transport modes and increasing safety and security.

Local Authorities (LAs) in S-M cities may believe that state of the art technology and services are designed to address large city needs and tend to reject such solutions without initially evaluating them in detail mainly due to the cost implications. This CBP can provide the required information about Innovative Transport Schemes (InnoTS) implementation and results in S-M cities by describing some of the existed or emerging transport schemes, presenting different case studies and their results, mentioning different options for financing mechanisms, showing tools and guidelines useful for implementation and evaluation.

## 1. Course overview

As part of the roll-out of SUITS CBP Toolkit, and in line with meeting the broader objectives of building the capacity of S-M cities LAs to implement and monitor implementation of InnoTS measures as part of a SUMP, SUITS project has developed guidelines for a LA-level classroom course.

The course is not intended to provide a picture of all issues and processes related to InnoTS measures during SUMP development; it is instead designed to build or strengthen, the capacity of LAs to deliver InnoTS measures successfully, throughout policymaking, budgeting, implementation designing. The purpose of the course and its target audience has determined the content of the course and the training process accordingly.

SUITS has developed a capacity building programme to enhance LAs' capacity in performing mobility projects identified as essential by SUMP (at Stage 2, Step 6), specifically in terms of the implementation and assessment stages of SUMP measures (Stage 4). In this perspective, it supports S-M cities at 7.2 SUMP step in preparing an action and budget plan and at 8.1 SUMP step in arranging for monitoring and evaluation<sup>4</sup>. The course focuses on InnoTS measures for all users, as being one of the most important pillars of strategic plan measures package and one of the topics LAs need further support<sup>5</sup>.

SUITS CBP and consequently this classroom course, was developed to address the different needs<sup>6</sup> of the following groups:

(a) policy makers and Heads of Departments in LAs

4 SUITS CBP is complementary to the CBPs of "sister projects" (SUMPs - UP and PROSPERITY), that address to all city sizes, to higher levels of government (PROSPERITY) and to all phases of SUMP cycle.

5 During SUITS project, a multicriteria analysis was conducted to determine the modules topic. This analysis considered the following: a. SUITS overall ambition, b. SUITS partners and external expert's opinion, c. Urban transport priorities of S-M CIVITAS cities, d. Integration considerations between SUITS and its sister projects, e. Integration and enrichment of CIVITAS learning center, f. SUITS cities capacity needs. For more information, check Introductory Document.

6 The SUITS consortium specified the needs in the sector of transport and mobility of S-M cities through desktop research as well as in group and individual meetings, workshops and interviews with SUITS cities. For more information, check Introductory Document.



- need for strategic level support
- e.g. political capacity (Value of project, convince public, added value to LA's vision) etc.

(b) planners and middle level staff

- need for strategic design support, as well as for guidance on operational implementation
- e.g. organizational capacity (funding sources, process monitoring, punctuality, working team etc.)

(c) junior engineers and designers working in LAs

- need for technical and operational support
- e.g. organizational capacity (technical/ data resources, guidelines/ successful case studies) etc.

Finally, this course is designed to be conducted within a single day. However, the course duration can be further extended to facilitate local needs and expectations.



## 1.1 PURPOSE & OBJECTIVES OF THE COURSE

The overall purpose of the course is to increase participants' understanding about the value of InnoTS measures in their cities and to build specific skills regarding how success of the measures can be ensured by convincing stakeholders and by overcoming financial, legal, administrative and technical barriers. Specifically, the course is designed to offer concrete practical tools and guidance to better implement these measures, to advance local priorities on InnoTS measures, to present the value of such measures for S-M cities along with financing methods and legal aspects. As such value is derived from real-world case studies. Finally, the course aims to strengthen cooperation between LA's staff on different levels, from policy makers to junior engineers, through the conduction of interactive exercises.

To summarise, at the end of the course, participants will:

- Be able to understand the effects/cost of lack of InnoTS measures for the users, the operators and the economy of the city.
- Be aware of the most relevant to S-M cities InnoTS transport measures.
- Be aware of the requirements to develop inclusive systems.
- Understand the concept and methodology for developing InnoTS.
- Be able to explain the benefits of InnoTS measures in their cities.
- Be able to recognize the actors/stakeholders need to cooperate with from public and private sectors.
- Be inspired by successful case studies of SUITS and other S-M cities.
- Be aware of the process and the resources required for developing InnoTS regulations.
- Be aware of the requirements for supporting the introduction/extension of InnoTS innovative solutions in their cities.
- Be able to identify existing and innovative financing opportunities for the implementation of InnoTS measures.
- Understand the relevance of improving InnoTS on the urban mobility sector to local and European strategy.
- Identify tools and guidelines to develop/update their expertise on the enhancement of InnoTS.

## 1.2 PARTICIPANTS' PROFILE

The primary audience for the workshop is the staff working in LAs including technical staff, junior engineers and expert engaged in procurement and measures implementation monitoring in order to provide them technical assistance on this topic. The intended audience includes also policymakers and practitioners who do not need to be transport experts, but need practical guidance on:

- How to evaluate the social impact of these measures and therefore prioritise them.
- How to convince other stakeholders to cooperate with and set up commitment.
- How to overcome financial and legal barriers when implementing such measures (especially for advanced technological solutions etc.).

The course also addresses to technical staff, junior engineers and expert engaged in procurement and measures implementation monitoring in order to provide them technical assistance on this topic.

## 1.3 FACILITATOR'S PROFILE

An external expert on InnoTS or an in-house employee (e.g. local champion, change agent etc.) experienced on the whole process of designing and implementing InnoTS measures.

## 1.4 EVIDENCE TO AWARD DIGITAL BADGES

During the course, interactive activities, called exercises will be carried out. Once the exercises included in the booklet are completed successfully, a digital badge is awarded to each participant separately.

The digital badge is linked to the email address of the participant. The facilitator uses the platform <https://mydigitalbadges.net/> developed through the SUITS project to issue the badge. The participant then receives an



email with an icon (digital badge) directly from the platform. There is information encrypted in the picture related to the course. The participant then, proceeds as follows:

- Saves the picture (badge) as PNG file.
- Creates an account on Mozilla's backpack <https://backpack.openbadges.org/backpack/welcome>.
- Uploads the badge.

This is the place where everyone can store all their badges (from SUITS workshops or other webinars, e-learning etc.) to be used for future reference. The platform, developed in SUITS, can be used by multiple organizations (local authorities, companies, institutions, etc.) to design, issue, award, display and manage their own digital badges.

Please note that the facilitator should strongly recommended to participants to actively engage with the exercises both in terms of communication as well as practically completing them.

## 1.5 CLASS PREPARATION CHECKLIST

TASK	X
Obtain and test LCD projector and personal computer	
Obtain flip chart or white board, markers (1 for every 4-5 participants) and sticky notes	
Obtain city map and mobility data for the participant city	
Exercises printed in A3 paper size for the working groups (one per group)	
Exercises printed in A3 paper size for the facilitator (to summarize classroom results)	
Registration list (see template in Annex 2 - module 2)	
Obtain and test PowerPoint file (PDW-PPT)	
Copy participant materials. For each participant: agenda & workbook	

## 1.6 CLASSROOM SETUP

<b>TOTAL DURATION</b>	5 hours 15 minutes		
<b>SETUP</b>	T shape tables, in order to be able for the participants to work on a group.		
<b>PARTICIPANTS</b>	<b>Participants' profile</b>	<b>N° of participants (approx. 10-12 people)</b>	<b>Chapters to follow</b>
	1. Policy Makers/Heads of LA's departments	Approx. 2 people attending first half of the module	Chapter 1, 2, 3, 4, 5
	2. Planners and middle level staff	Approx. 3 people attending the whole module	All chapters
	3. Technical staff and Junior engineers	Approx. 5 people attending the whole module	All chapters
<b>AGENDA</b>	Please find the agenda template in Annex 1 - module 2		

## 2. Chapters

The training is structured into chapters. For each chapter, a set of components is defined to provide all necessary information in order for the facilitator to run the course. For each chapter, the facilitator obtains:

1. a condensed version of chapter content with reference to the respective workbook pages, where the content is further deployed,
2. an estimation of its duration,
3. instructions on how to run each training section while providing the
  - additional to the workbook material to be distributed, and
  - reference to the supporting power point slides.

*Further reading* stands for additional to the references sources where participants and facilitator may enhance their knowledge on the topic. Citations linked to references are included in workbook.

### CHAPTER 1: INTRODUCTION

<b>CONTENT</b>	<p>This chapter is an introduction of the course where the following points are presented: (a) the outline of the course, (b) the framework on which this material has been developed, (c) the overall purpose and objectives of the course, (d) the key considerations raised by innovative transport schemes. In the introduction, the outline of the course, the framework on which this material has been developed, the overall purpose and objectives of the course are presented. Then the most common problems regarding modern transportation are defined.</p> <p>Transportation is considered an ever-growing necessity in modern societies and the problems and challenges that rise along increasing demand for transport services result to actions and measures aiming to address them. Several S-M cities are considering Innovative Transport Schemes in comprehensive action plans for mobility, combining several types of strategies and measures.</p> <p>In particular, InnoTS with regard to urban mobility, indicatively aim at enhancing aspects such as:</p> <ol style="list-style-type: none"> <li>a) The promotion of active travel and reduction of pollutant transport modes</li> <li>b) The identification and provision of models for cities to follow and develop to optimize the use of existing transport networks and modes</li> <li>c) The exploitation of modification actions on existing operational frameworks to enhance environmental, economic and social attributes.</li> </ol> <p>The <b>overall module's aim</b> is to increase the capacity of S-M cities, to implement and monitor the InnoTS throughout policymaking, budgeting, designing and facing the current challenges when implementing these measures. In <b>particular aims at: a)</b> Increasing the understanding about the value of InnoTS in our cities and b) building specific skills regarding how success of the measures based on InnoTS can be ensured.. In § 1.1 the purpose of the course and the objectives with respect to the participants are further analysed.</p>
<b>WORKBOOK PAGES</b>	Pages 3-10
<b>DURATION</b>	30'
<b>INSTRUCTIONS FOR FACILITATOR</b>	<ol style="list-style-type: none"> <li>a. Introduce yourself, present the outline of the course and make a reference to the framework in which this course has been developed (SUITS project).</li> <li>b. Mention module purpose and its particular objectives; Pin up photos which show several means of transport/mobility modes - <b>InnoTS photos</b> (see Annex 3-module 2).</li> <li>c. Ask each participant to briefly introduce him/herself while expressing his/her expectation from this course and encourage them to choose the mobility mode they use in their everyday life; Each participant choses one of the pictures which better expresses his/her mobility pattern or their desirable one.</li> </ol>
<b>DISTRIBUTED MATERIAL (HANDOUTS, EXERCISES, OTHER TYPE OF MATERIAL)</b>	<ol style="list-style-type: none"> <li>1. InnoTS photos: Photos of transport modes which are presented in a flip chart for <b>participants to choose</b>.</li> </ol>
<b>PRESENTATION SLIDES</b>	Slides 4-11

## CHAPTER 2: DESCRIPTION OF INNOVATIVE TRANSPORT SCHEMES

<b>CONTENT</b>	<p>This chapter provides a short description of some relevant to small-medium cities Innovative Transport Schemes. Its aim is to make participants aware of the most popular transport schemes. For this scope, InnoTS have been grouped into four major categories:</p> <ul style="list-style-type: none"> <li>(a) <b>Car sharing</b>: Car-sharing is a form of transport by which several persons in turn make use of one or more collective cars. This can be arranged by both parties mutually, the users and by a car-sharing provider<sup>7</sup>.</li> <li>(b) <b>Ridesharing</b> (carpooling - vanpooling): Ridesharing is the concept of “offer a ride” on vehicle where seats are available. It covers various options, the most common is when the owner of a vehicle has a predetermined journey and offers a seat to passengers going in the same direction in exchange for sharing the costs of the journey (Frazzani (Grimaldi) et.al, 2016)<sup>8</sup>. In this way, the additional mileage is minimised. Carpooling generally uses participants’ own automobiles<sup>9</sup>.</li> <li>(c) <b>Bike-sharing</b>: Bike-sharing schemes can be defined as ‘short-term urban bicycle rental schemes that enable bicycles to be picked up at and returned to any self-service bicycle station, which makes bicycle-sharing ideal for point-to-point trips. The basic premise of the bike-sharing concept is sustainable transportation and they differ from traditional, mostly leisure-oriented bicycle rental services in many ways<sup>10</sup>. Bike sharing schemes could include docking stations and tend to raise ridership rates.</li> <li>(d) <b>Mobility as a Service</b> (MaaS)<sup>11</sup>: The integration of various forms of transport services into a single mobility service accessible on demand. The key concept behind MaaS is to put the users, both travellers, and goods, at the core of transport services, offering them tailor-made mobility solutions based on their individual needs. This means that, for the first time, easy access to the most appropriate transport mode or service will be included in a bundle of flexible travel service options for end users. A detailed description of the aforementioned measures is available in the respective workbook pages (pages 16-19).</li> </ul>
<b>WORKBOOK PAGES</b>	Pages 11-13
<b>DURATION</b>	20’
<b>INSTRUCTIONS FOR FACILITATOR</b>	a. Present and describe a list of innovative transport schemes for S-M cities. Explain indicative key elements of their function and implementation requirements.
<b>DISTRIBUTED MATERIAL (HANDOUTS, EXERCISES, OTHER TYPE OF MATERIAL)</b>	
<b>PRESENTATION SLIDES</b>	Slides 12-16
<b>FURTHER READING</b>	<ol style="list-style-type: none"> <li>1. Civitas.eu. (2019). CIVITAS Insight 18 - Mobility-as-a-Service: A new transport model   CIVITAS. [online] Available at: <a href="https://civitas.eu/tool-inventory/civitas-insight-18-mobility-service-new-transport-model">https://civitas.eu/tool-inventory/civitas-insight-18-mobility-service-new-transport-model</a> [Accessed 8 Apr. 2019].</li> <li>2. Civitas.eu. (2019). CIVITAS Policy Note: Intelligent Transport Systems and traffic management in urban areas   CIVITAS. [online] Available at: <a href="https://civitas.eu/tool-inventory/civitas-policy-note-intelligent-transport-systems-and-traffic-management-urban-areas">https://civitas.eu/tool-inventory/civitas-policy-note-intelligent-transport-systems-and-traffic-management-urban-areas</a> [Accessed 8 Apr. 2019].</li> <li>3. Civitas.eu. (2019). Mobility as a Service (MaaS) Readiness Level Indicators for local authorities   CIVITAS. [online] Available at: <a href="https://civitas.eu/tool-inventory/mobility-service-maas-readiness-level-indicators-local-authorities">https://civitas.eu/tool-inventory/mobility-service-maas-readiness-level-indicators-local-authorities</a> [Accessed 8 Apr. 2019].</li> </ol>

7 MOMO EU Project, 2011 ([https://ec.europa.eu/energy/intelligent/projects/sites/iee-projects/files/projects/documents/momo\\_car-sharing\\_car\\_sharing\\_guidelines\\_for\\_public\\_authorities\\_en\\_en.pdf](https://ec.europa.eu/energy/intelligent/projects/sites/iee-projects/files/projects/documents/momo_car-sharing_car_sharing_guidelines_for_public_authorities_en_en.pdf))

8 <https://ec.europa.eu/transport/sites/transport/files/2016-09-26-pax-transport-taxi-hirecar-w-driver-ridesharing-final-report.pdf>

9 <http://www.vtpi.org/tdm/tdm34.htm>

10 CIVITAS INSIGHT, 2016 ([http://civitas.eu/sites/default/files/civitas\\_insight\\_10\\_bike-sharing\\_as\\_a\\_link\\_to\\_desired\\_destinations.pdf](http://civitas.eu/sites/default/files/civitas_insight_10_bike-sharing_as_a_link_to_desired_destinations.pdf))

11 <https://maas-alliance.eu/>

## CHAPTER 3: VALUE FOR S-M CITIES (CHALLENGES, BENEFITS AND BENEFICIARIES)

<b>CONTENT</b>	<p>In this chapter, the value of Innovative Transport Schemes to S-M cities is identified and highlighted. Due to the reduced transport activity on small/medium cities, their respective urban environments are considered ideal for the introduction and the pilot implementation of new transport schemes that could be tailored on the city's individual needs and challenges. It is true that negative reactions from stakeholders that are affected by these measures can obstruct the implementation of proposed schemes. Such reactions are further highlighted and described in the workbook (pg. 42-53). Consequently, policy makers need to be aware of potential negative reactions and prepared to counter any negative reactions that may arise by highlighting the benefits that derive from the implementation of InnoTS in other S-M cities. Moreover, in this chapter, the Social Impact Assessment is presented as a useful tool to identify negative impacts and potential benefits (workbook pg. 30-31). Indicative benefits that can potentially be achieved are:</p> <ol style="list-style-type: none"> <li>1) Reduced congestion (by embracing sharing services, such as car-sharing or carpooling),</li> <li>2) Reduced fuel consumption &amp; less environmental pollution by the reduction of the total number of circulating vehicles<sup>12</sup>,</li> <li>3) Lower costs for the user deriving from the lack of private car ownership costs (insurance, service costs, etc.)<sup>13</sup>.</li> </ol> <p>The aforementioned benefits can be further translated into economic growth since: 1) LAs can benefit from the set up and exploitation of sharing services, 2) Lower costs for infrastructure repair, since the total number of vehicles can be reduced, as a result of the increased take-up of car-pooling services or other InnoTS<sup>14</sup>. Added value can be considered as the fact that along with the implementation of InnoTS measures, opportunity for other strategies/measures in favor of sustainable mobility can be exploited, such as car independent lifestyle measures or traffic calming measures etc. Especially for S-M cities, given their limited resources, measures with multiple benefits such as InnoTS measures have to be in favor. For this reason, a global approach containing public discussion and stakeholders' collaboration is required and in this frame, added value is further created by deeper and constant interactions and collaboration among all involved actors and this aspect should be highlighted to the participants.</p> <p>References on how InnoTS measures serve local communities wider strategic goals and local, national, EU policies, as well as examples on how to respond to probable challenges can be used as arguments for convincing stakeholders. To support this process, an identification of actors/stakeholders is deployed by addressing to them the most relative benefits and ensuring their consensus in implementing such measures.</p> <p>The Social Impact Assessment method and tool, enable the identification of benefits in a systematic way, based on factors by theme. (workbook p. 32 - overview of factors). A summary table referring to WebTAG methodologies is provided (workbook p. 31).</p>
<b>WORKBOOK PAGES</b>	Pages 15-32
<b>DURATION</b>	45'
<b>INSTRUCTIONS FOR FACILITATOR</b>	<ol style="list-style-type: none"> <li>a. Mentions some of the potential benefits of InnoTS measures and how these measures are correlated to wider city strategic objectives while pointing out the importance of a global approach.</li> <li>b. Divide participants into two groups. Ask each group to choose an InnoTS and think of benefits this scheme may bring to their city (written on sticky-notes), and ask the other group to consider which actors/stakeholders/social groups will be negatively or positively affected by these schemes (written on sticky-notes) - <b>EXERCISE A</b>.</li> <li>c. Ask a representative of each group to announce group's decisions and add the sticky notes in a T-Chart on a flipchart. Then write them down and let them know if you have further suggestions.</li> <li>d. Extract the actors/stakeholders that will have a negative reaction and ask all participants to match each stakeholder/social group with a benefit that will act as a favour to introduce such schemes in a T-chart on a flipchart.</li> <li>e. You may add to the T-chart some probable missing points, highlight added value by the collaboration of all actors and by the compliance with EU strategies, while presenting EU policies table. Also make a reference to the workbook pages of chapter 3 and its content.</li> <li>f. Present the Social Impact Assessment methodology.</li> </ol>

<sup>12</sup> <https://www.umweltbundesamt.de/umwelttipps-fuer-den-alltag/mobilitaet/fahrgemeinschaften#textpart-2>

<sup>13</sup> <http://bast.opus.hbz-nrw.de/volltexte/2011/249/pdf/V113.pdf>

<sup>14</sup> <https://www.transporentvironment.org/sites/te/files/publications/Does-sharing-cars-really-reduce-car-use-June%202017.pdf>

<b>DISTRIBUTED MATERIAL (HANDOUTS, EXERCISES, OTHER TYPE OF MATERIAL)</b>	<b>EXERCISE A:</b> Analyzing benefits and views of stakeholders on Innovative Transport Schemes (Annex 4-module 2) <ul style="list-style-type: none"> <li>Writing material (Paper, pens markers, etc.)</li> </ul>
<b>PRESENTATION SLIDES</b>	Slides 17-32
<b>FURTHER READING</b>	<ol style="list-style-type: none"> <li>Transportenvironment.org. (2019). Does sharing cars really reduce car use?   Transport &amp; Environment. [online] Available at: <a href="https://www.transportenvironment.org/publications/does-sharing-cars-really-reduce-car-use">https://www.transportenvironment.org/publications/does-sharing-cars-really-reduce-car-use</a> [Accessed 28 Mar. 2019].</li> <li>Umweltbundesamt. (2019). Fahrgemeinschaften. [online] Available at: <a href="https://www.umweltbundesamt.de/umwelttipps-fuer-den-alltag/mobilitaet/fahrgemeinschaften#textpart-1">https://www.umweltbundesamt.de/umwelttipps-fuer-den-alltag/mobilitaet/fahrgemeinschaften#textpart-1</a> [Accessed 28 Mar. 2019].</li> <li>Barriers to car-sharing. (2012). [ebook] Available at: <a href="http://chums-carpooling.eu/wp-content/uploads/2015/12/barriers-to-car-sharing-v1.pdf">http://chums-carpooling.eu/wp-content/uploads/2015/12/barriers-to-car-sharing-v1.pdf</a> [Accessed 28 Mar. 2019].</li> <li>Carsharing: Evolution, Challenges and Opportunities. (2014). [ebook] Available at: <a href="https://www.acea.be/uploads/publications/SAG_Report_-_Car_Sharing.pdf">https://www.acea.be/uploads/publications/SAG_Report_-_Car_Sharing.pdf</a> [Accessed 28 Mar. 2019].</li> <li>Civitas.eu. (2019). Car independent lifestyles   CIVITAS. [online] Available at: <a href="https://civitas.eu/measures/car-independent-lifestyles">https://civitas.eu/measures/car-independent-lifestyles</a> [Accessed 28 Mar. 2019].</li> <li>CBP "Guidelines to developing bankable projects, new business models and partnerships. Eurokleis s.r.l, Italy (Bellini, F.; Dulckaia, I.). 2018"</li> <li>Koglin, T. (2017). Drivers and Barriers for Integrated Mobility Services. (2017:3 ed.) Lund: K2-Sveriges nationella centrum för forskning och utbildning om kollektivtrafik</li> <li>Franckx, Laurent and Inge Mayeres (2015). Future trends in mobility: challenges for transport planning tools and related decision-making on mobility product and service development. Deliverable 3.3, MIND-sets project, <a href="http://www.mind-sets.eu">www.mind-sets.eu</a></li> <li>GREEN PAPER A 2030 framework for climate and energy policies. (2013). [ebook] European Commission. Available at: <a href="https://www.ceps.eu/sites/default/files/Vergote.pdf">https://www.ceps.eu/sites/default/files/Vergote.pdf</a> [Accessed 28 Mar. 2019].</li> <li>COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS. (2016). A European Strategy for Low-Emission Mobility. [online] Brussels: EUROPEAN COMMISSION. Available at: <a href="https://ec.europa.eu/transport/sites/transport/files/themes/strategies/news/doc/2016-07-20-decarbonisation/swd%282016%29244.pdf">https://ec.europa.eu/transport/sites/transport/files/themes/strategies/news/doc/2016-07-20-decarbonisation/swd%282016%29244.pdf</a> [Accessed 28 Mar. 2019].</li> <li>Strategic plan 2016-2020 – Mobility and Transport. (2016). [ebook] Available at: <a href="https://ec.europa.eu/info/publications/strategic-plan-2016-2020-mobility-and-transport_en">https://ec.europa.eu/info/publications/strategic-plan-2016-2020-mobility-and-transport_en</a> [Accessed 28 Mar. 2019].</li> <li>EU financial support to sustainable urban mobility and to the use of alternative fuels in EU urban areas. (2016). [ebook] EUROPEAN COMMISSION. Available at: <a href="https://ec.europa.eu/transport/sites/transport/files/ex-post-evaluation-study-eu-financial-support-to-sustainable-urban-mobility.pdf">https://ec.europa.eu/transport/sites/transport/files/ex-post-evaluation-study-eu-financial-support-to-sustainable-urban-mobility.pdf</a> [Accessed 28 Mar. 2019].</li> <li>Epomm.eu. (2019). EPOMM: Home. [online] Available at: <a href="http://www.epomm.eu/">http://www.epomm.eu/</a> [Accessed 28 Mar. 2019].</li> <li>Empowertoolkit.eu. (2019). Empowering cycling – Empower Toolkit. [online] Available at: <a href="https://empowertoolkit.eu/objective/empowering-active-transport/empowering-cycling/">https://empowertoolkit.eu/objective/empowering-active-transport/empowering-cycling/</a> [Accessed 28 Mar. 2019].</li> <li>Barriers and facilitators to public bicycle scheme use: a qualitative approach. (2012). [ebook] Transport Research. Available at: <a href="https://www.academia.edu/12346871/Barriers_and_facilitators_to_public_bicycle_scheme_use_a_qualitative_approach">https://www.academia.edu/12346871/Barriers_and_facilitators_to_public_bicycle_scheme_use_a_qualitative_approach</a> [Accessed 28 Mar. 2019].</li> </ol>

	<p>16. Fishman, E., et al. Barriers to bikesharing: an analysis from Melbourne and Brisbane. J. Transp. Geogr. (2014)</p> <p>17. Alta Bike Share (2011). Melbourne bike share survey, Melbourne.</p> <p>18. Nice Ride Minnesota (2010). Nice Ride Minnesota survey, November 2010. Retrieved 20.06.11</p> <p>19. Pucher, J., Garrard, J. and Greaves, S. (2011). Cycling down under: a comparative analysis of bicycling trends and policies in Sydney and Melbourne. Journal of Transport Geography, 19(2), pp.332-345.</p> <p>20. Feng, C. (2014). New prospects of transportation mobility. IATSS Research, 38(1), pp.22-26.</p> <p>21. Goodall, Warwick; Tiffany Dovey Fishman; Justine Bornstein and Brett Bonthron (2017). The rise of mobility as a service - Reshaping how urbanities get around. Deloitte Review 20:112-129.</p> <p>22. Eltis.org. (2016). SUMP Guidelines   Eltis. [online] Available at: <a href="http://www.eltis.org/guidelines/sump-guidelines">http://www.eltis.org/guidelines/sump-guidelines</a> [Accessed 28 Mar. 2019].</p> <p>23. civitas.eu. (2019). [online] Available at: <a href="https://civitas.eu/guide_ebook/index.php%20and%20www.civitas-initiative.eu/docs/2086/CIVITAS_Guide_For_The_Urban_Transport_Professional.pdf">https://civitas.eu/guide_ebook/index.php%20and%20www.civitas-initiative.eu/docs/2086/CIVITAS_Guide_For_The_Urban_Transport_Professional.pdf</a> [Accessed 28 Mar. 2019].</p> <p>24. UPDATED STRATEGIC ECONOMIC PLAN. (2016). [ebook] Available at: <a href="https://www.cwlep.com/sites/default/files/cw_lep_strategic_economic_plan_2016.pdf">https://www.cwlep.com/sites/default/files/cw_lep_strategic_economic_plan_2016.pdf</a> [Accessed 28 Mar. 2019].</p> <p>25. Peace, S. (2017). Response of the Midlands Engine to HM Government's Green Paper. [ebook] Chair, Midlands Engine. Available at: <a href="https://www.midlandsengine.org/wp-content/uploads/2017/04/Response-of-the-Midlands-Engine-to-%E2%80%98Building-our-Industrial-Strategy%E2%80%99.pdf">https://www.midlandsengine.org/wp-content/uploads/2017/04/Response-of-the-Midlands-Engine-to-%E2%80%98Building-our-Industrial-Strategy%E2%80%99.pdf</a> [Accessed 9 Apr. 2019].</p>
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## CHAPTER 4: SUCCESSFUL CASE STUDIES OR BEST PRACTICES OF SUITS CITIES ON SUCH TOPICS

<b>CONTENT</b>	<p>This chapter demonstrates three case studies- as best practices- of InnoTS. Case studies have been analysed in a profound way with regard to the implementation phase. In particular, it has been (a) recognised whether the measure is part of SUMP or not, (b) provided the funding scheme, (c) identified the benefited social groups and (d) their benefits (expected and proved), (e) highlighted the use of outsources and (f) IT systems, (g) presented the time horizon of implementation and (h) the budget, (i) provided indicators to measure success and implementation and (j) identified the barriers and drivers correlating to capacity factors (see Introductory document). Available case studies on this topic are:</p> <p>i) On bike sharing: Free floating bike sharing in Turin (SUITS city),</p> <p>iii) On Mobility as a Service “Whim app” in Helsinki.</p> <p>Factsheets of these measures have been included in workbook (pg. 64-69)</p>
<b>WORKBOOK PAGES</b>	Pages 33-38
<b>DURATION</b>	30'
<b>INSTRUCTIONS FOR FACILITATOR</b>	<p>a. Present and explain up to three case studies of LAs that have implemented InnoTS. Raise the following issues: (a) Which is the initial problem and target goal? (b) Is there any scalability or replicability for these measures? (c) what is the area of implementation and which/how much equipment is needed, (d) what are the components/ implementation requirements for operating them? (e) Which are the indicators for measuring the success/ impact? (f) what are the barriers and drivers for the implementation of InnoTS?</p> <p>b. If available, you can use multimedia (videos) to better demonstrate the case studies.</p>
<b>DISTRIBUTED MATERIAL (HANDOUTS, EXERCISES, OTHER TYPE OF MATERIAL)</b>	
<b>PRESENTATION SLIDES</b>	Slides 33-40



## CHAPTER 5: INNOVATIVE FINANCING, PROCUREMENT, PARTNERSHIP

<b>CONTENT</b>	<p>This chapter is a short overview on the updated financing mechanisms for implementing Innovative Transport Schemes along with the innovative procurement methods and the innovative partnerships to be created. The content of this chapter is based on SUITS tools “Guidelines to Innovative Financing”, “Guidelines to Innovative Procurement”, “Guidelines to New Business Models, Bankable Projects and Innovative Partnerships”.</p> <p>In particular, regarding available innovative financing mechanisms, an indicative selection of the most relative to InnoTS measures is made by presenting their key points (workbook pg. 81-87) such as what is their application method and what are their respective benefits. Municipal Green Bonds, Voluntary Capture, Advertising, Sponsorship and Naming Rights, Collaboration with other cities, research consortia and private companies and Selling Expertise and know-how are some of the selected mechanisms. Furthermore, the recommended steps for innovative procurement procedures are presented (workbook pg. 90-91). These steps respond to the current needs of implementing mobility measures in general and could be applied to InnoTS as well.</p> <p>The chapter closes with a reference to the innovative public-private partnerships which introduce the engagement of civil society organisations (CSOs), and/or non-governmental organisations (NGO) and/or communities, and/or R&amp;D. The possible role allocation and the benefits from each kind of partnership are also highlighted.</p>
<b>WORKBOOK PAGES</b>	pages 39-53
<b>DURATION</b>	35'
<b>INSTRUCTIONS FOR FACILITATOR</b>	<ol style="list-style-type: none"> <li>Make a short presentation of SUITS guidelines so as to provide the framework of this chapter. Present the objectives and some other key elements in order to trigger participants' interest in innovations on this very important aspect of implementation and incite them to read more about it. Underline the fact that all 3 guidelines are complementary documents.</li> <li>Link successful case studies presented in previous chapter with this chapter by emphasizing the innovative funding mechanisms, partnerships and/or procurement procedures which were employed in the implementation of these measures.</li> <li>Go back to the 2 groups and ask them to breakdown the previously selected InnoTS in components. Then the 2 groups think of financing mechanism that might be more suitable for funding each one of the components.</li> <li>Prompt discussion and guide participants on how to get aware and make use of existing or innovative methods in their own case. Provide further reading and training on this topic.</li> </ol>
<b>DISTRIBUTED MATERIAL (HANDOUTS, EXERCISES, OTHER TYPE OF MATERIAL)</b>	<p><b>EXERCISE B:</b> Matching funding mechanisms and partnership schemes with the InnoTS implementation components (Annex 5 - module 2)</p> <ul style="list-style-type: none"> <li>Writing material (Paper, pens markers, etc.)</li> <li>List of funding mechanisms</li> <li>List of probable partners</li> </ul>
<b>PRESENTATION SLIDES</b>	Slides 41-69
<b>FURTHER READING</b>	<ol style="list-style-type: none"> <li>SUITS E-learning course on financing, procurement and business models for sustainable urban transport (<a href="http://www.nuacampus.org/elearning/">www.nuacampus.org/elearning/</a>)</li> <li>Civitas tool inventory. Application area: Financing, procurement, legal aspects, measure implementation - <a href="https://civitas.eu/tool-inventory?f%5B0%5D=field_application_area%3A927">https://civitas.eu/tool-inventory?f%5B0%5D=field_application_area%3A927</a></li> </ol>



## CHAPTER 6: BUSINESS MODEL CANVASES

<b>CONTENT</b>	<p>This chapter introduces the concept of business model canvases, a conceptual tool that enables to develop a business model in easy and creative way; comprises the objects, concepts and their relationships, expressing the underlying business logic; The canvas is structured in nine building blocks with a set of questions to assess the model and support the user in its creation. The blocks can be grouped by the area of ontology, namely: product, customer, infrastructure and finance.</p> <p>As InnoTS are mostly new ideas, business model canvas supports ideally the process of adjusting parameters to city needs and facts when developing such projects. Through this chapter, participants will get aware of the concept and be able to fill out blocks for a potential similar project in their city.</p>
<b>WORKBOOK PAGES</b>	Pages 55-64
<b>DURATION</b>	40'
<b>INSTRUCTIONS FOR FACILITATOR</b>	<ol style="list-style-type: none"> <li>Describe shortly the aim of this chapter and play a video where business model canvas concept is explained (ppt page 71).</li> <li>Divide participants in 3 or 4 groups (potentially classroom reshape). Assign each group to work on a scheme (different schemes between groups) and ask them to imagine it being implemented in their city.</li> <li>Ask each group to fill in a business model canvas for the scheme they are working on and make it specific for their city. This applies even if one of the transport schemes are already available in their city - <b>EXERCISE C</b></li> <li>Ask one representative from each group to present group's decision and write it down on whiteboard/flip chart in the shape of canvas.</li> <li>Add/modify the business model canvas according to the discussion with the other participants until all agree on the same 3 canvases for all 3/4 schemes in their city.</li> <li>Ask participants to highlight on business canvases: (a) the budget drivers, (b) the necessary infrastructure/services (key resources etc.) that already exist in the city or need to be developed and (c) any legal barriers that need to be addressed.</li> <li>Together with the participants add to the canvases the additional info components. Participants may keep notes on the above discussion in the workbook material they have received.</li> </ol>
<b>DISTRIBUTED MATERIAL (HANDOUTS, EXERCISES, OTHER TYPE OF MATERIAL)</b>	<p><b>EXERCISE C:</b> Filling out business model canvas for a chosen InnoTS A business canvas template for participants to fill in (3 templates, one for each scheme, with all the categories of components being discussed to be filled in with answers) (Annex 6 - module 2)</p> <ul style="list-style-type: none"> <li>Writing material (Paper, pens markers, etc.)</li> <li>1 City map in A3 paper (or bigger) per team</li> <li>1 Business model canvas in A3 paper (or bigger) per team</li> </ul>
<b>PRESENTATION SLIDES</b>	Slides 70-75
<b>FURTHER READING</b>	<ol style="list-style-type: none"> <li>Business Model Canvas Explained. (2016). [video] Directed by E. Capaldi. <a href="https://www.youtube.com/watch?v=RPdV0CLFmQw">https://www.youtube.com/watch?v=RPdV0CLFmQw</a>.</li> </ol>

## CHAPTER 7: PROCESS AND IMPLEMENTATION ASPECTS

<b>CONTENT</b>	<p>This chapter is an overview of actions to be considered before or during implementation, presented as guidelines for LAs. Moreover, a reference to data requirements both for implementation and evaluation of measures performance is included. Data gathering and management is one of the most crucial points for ensuring efficiency along with key performance indicators (KPIs) which contribute to the measures assessment.</p> <p>In particular, in this chapter, a table with city size recommendation and guidelines for implementation for each InnoTS are composed. Furthermore, indicative required data for implementation are linked to specific InnoTS, to available data collection methods and to evaluation procedure. Especially for data collection methods, a description is available, structured in table format. This is outcome of SUITS CBP: Research and gap analysis on data collection and analysis methods: “Data collection and analysis tools for integrated measures”. Mireia Calvo, Noelia Martín, José Á. Rodríguez (ITENE), 2017. Finally, a table with KPIs, specific to InnoTS assessment, is provided.</p>
<b>WORKBOOK PAGES</b>	Pages 65-71
<b>DURATION</b>	40’
<b>INSTRUCTIONS FOR FACILITATOR</b>	<ol style="list-style-type: none"> <li>Make a reference to the available information included in Chapter 7 of the workbook.</li> <li>Highlight the main common actions to be taken by LAs when proceeding to InnoTS implementation. Point out specific requirements that each type of InnoTS may have.</li> <li>Makes a table on the whiteboard/ flip chart with 4 columns. Ask participants to tell you what data they believe is necessary for each InnoTS implementation. Fill in 1st column with participants’ answers regarding required data and 2nd column with the respective InnoTS.</li> <li>Add possible missing data and fill in 3rd column with suitable data collection methods. Refer to the table available in the workbook, where data collection methods are described.</li> <li>Return to the table on whiteboard/flip chart. Ask participants to tell you which one of the previous data can serve also evaluation and to think of other indicators for this purpose. Add to participants’ answers any missing points.</li> <li>Refers to KPIs table, available in the workbook (pg 128-129).</li> </ol>
<b>DISTRIBUTED MATERIAL (HANDOUTS, EXERCISES, OTHER TYPE OF MATERIAL)</b>	None
<b>PRESENTATION SLIDES</b>	Slides 76-84
<b>FURTHER READING</b>	<ol style="list-style-type: none"> <li>E-learning course, developed in the frame of SUITS project, entitled “Data collection and analysis tools for integrated measures” (XXXX.web link of webinar).</li> <li><a href="https://civitas.eu/tool-inventory/bc-analytics">https://civitas.eu/tool-inventory/bc-analytics</a></li> <li><a href="https://civitas.eu/tool-inventory/big-data-bicycle-traffic">https://civitas.eu/tool-inventory/big-data-bicycle-traffic</a></li> </ol>

## CHAPTER 8: AVAILABLE TOOLS AND GUIDELINES

<b>CONTENT</b>	This chapter aims to provide the most related tools and guidelines related to innovative transport schemes and S-M cities instead of being generic. The provided rating of the relevance to SUITS objectives supports the participants to prioritise these tools. The majority of the measures that are included in this category are relatively new concepts and ideas and therefore have not been widely implemented. Furthermore, this category of measures includes schemes that may require the implementation of other sub-measures in order for the scheme/service to be fully operational (e.g. a bike sharing system requires the installation of bike sharing stations, the development of a software, etc.). Considering such points, it is understood that national guidelines for the development and take-up of new innovative transport schemes is unlikely. However, insight on this matter is given from SUITS project in "Guidelines for Innovative Business Models" part of the SUITS Capacity Building Toolbox. In the European level, guidelines and tools to support the design and implementation of such measures are plenty such as 2MOVE2, CIVITAS ECCENTRIC etc. In particular, this chapter aims to provide the most correlated ones to S-M cities and InnoTS measures, instead of being generic <sup>15</sup> . Tools and guidelines are provided following their relevance to SUITS objectives in workbook pg 133-135.
<b>WORKBOOK PAGES</b>	Pages 73-87
<b>DURATION</b>	45'
<b>INSTRUCTIONS FOR FACILITATOR</b>	<ol style="list-style-type: none"> <li>Present the available EC research guidelines, results and tools and make special reference to any national technical guidelines that exist [to be added by each SUITS country by the end of the project]</li> <li>Show CHUMS, ride-sharing LAs readiness tool. Shortly describe how it works, what data need to be introduced and what is the final result.</li> <li>Perform together with participants the CIVITAS ECCENTRIC tool to determine whether their city is suitable/ready to introduce/implement a MaaS scheme</li> <li>Review together with the participants the results of the CIVITAS ECCENTRIC tool and highlight the issues/components they need to develop so as to improve their capacity for introducing MaaS scheme - EXERCISE D</li> <li>Provide to participants the most useful material for further reading and summarise the results of the workshop.</li> </ol>
<b>DISTRIBUTED MATERIAL (HANDOUTS, EXERCISES, OTHER TYPE OF MATERIAL)</b>	<p><b>EXERCISE D:</b> A piece of paper with a spider diagram and open boxes to transfer the results of CIVITAS ECCENTRIC tool (annex 7 - module 2)</p> <p>Writing material (Paper, pens markers, etc.)</p>
<b>PRESENTATION SLIDES</b>	Slides 85-99
<b>FURTHER READING</b>	<ol style="list-style-type: none"> <li>Final version of CBP at the end of the project (also translated in partner languages &amp; material ameliorated by a graphic designer)</li> <li>Webinar and e-learning No2 Probably this module</li> <li>Webinar and e-learning No3 Title: Data collection and analysis tools for integrated measures Date of implementation: June 2019 Content and moderation will be provided by: WP3 findings (ITENE, SBOING)</li> <li>CIVITAS Tool Inventory</li> </ol>

## References

Workshop facilitators guide. (n.d.). [ebook] European Commission. Available at: [https://www.unicef.org/eu/crtoolkit/downloads/FACILITATORS\\_GUIDE\\_-\\_Child\\_Rights\\_Toolkit\\_Workshop.pdf](https://www.unicef.org/eu/crtoolkit/downloads/FACILITATORS_GUIDE_-_Child_Rights_Toolkit_Workshop.pdf) [Accessed 28 Mar. 2019].

Train the Trainer Facilitator Guide Differentiating Instructional Paths for Students NWEA. (n.d.). [ebook] Available at: [https://www.peoriapublicschools.org/cms/lib/IL01001530/Centricity/Domain/23/0-TTT-FG%20%20DI%20\\_NWEA%20.pdf](https://www.peoriapublicschools.org/cms/lib/IL01001530/Centricity/Domain/23/0-TTT-FG%20%20DI%20_NWEA%20.pdf) [Accessed 28 Mar. 2019].

# ANNEXES MODULE 2

## Building Small-Medium local authorities' capacity to introduce innovative transport schemes

The annexes include related material, required for the proper planning and conduction of the presented module on safety and security transport measures. Specifically, a template of the module's agenda to be used ahead of the module's day along with a registration list to be completed by participants, on the spot. Moreover, the required exercises are included in a printable format for the facilitator to prepare and print the material needed.

### ANNEX 1: Template of agenda/invitation

#### INVITATION

**“Building Small-Medium Local Authorities' capacity to introduce Innovative Transport Schemes”**

**Date:** ...

**Venue:** ...

**Invited city/cities:** ...

**Participants:**

Key staff from transport planning /strategical urban planning / urban development / procurement departments

**Facilitators:** ...

The workshop forms an integral part of the SUITS Capacity Building Toolkit of the Horizon2020 project “Supporting Urban Integrated Transport Systems: Transferable tools for authorities - SUITS”. It serves the broad objective of building the capacity of small-medium cities' Local Authorities to implement and monitor the urban freight transport measures. The course is designed to build, or strengthen, the capacity of small-medium cities' Local Authorities to facing current challenges when implementing Innovative Transport Schemes. Indicatively, the topics, on which the course will focus, are: a) the value of these measures for small-medium cities, b) the identification of actors and stakeholders involved, c) the financing sources & innovative procurement, d) the available tools and guidelines regarding these measures etc.

AGENDA			
Time	Chapter	Course flow	Duration
9:00-9:15	Registration		15 min
9:15-09:45	Introduction	a. Brief introduction of the trainer; brief introduction of module's purpose and sections; brief introduction of each participant & their expectations. b. Identification of current problems in urban mobility. c. Each participant briefly introduce him/herself while expressing his/her expectation from the course.	30 min
09:45-10:05	Description of Innovative Transport Schemes	a. Short description of some relevant to small-medium cities Innovative Transport Schemes [Car sharing, Ridesharing (carpooling – vanpooling, Bike – sharing etc.)] and discussion on how these measures could reduce identified problems.	20 min
10:05-10:50	Value for S-M cities	a. How these measures are correlated to wider city strategic objectives, pointing out the importance of a global approach. b. Benefits (Economic, Social, Environmental) and how to assess them. Beneficiaries and how to respond to specific challenges. c. Presentation of links on the EU regulations so as to further strengthen LAs arguments on the benefits of InnoTS measures.	45 min
10:50-11:00	Break		10 min
11:00-11:30	Successful Case studies or Best practices of SUITS cities on such topics	Presentation of case studies relevant to mentioned measures. For each one of them, aspects such as: (a) how cities operate the measure, (b) are they private or/and public initiatives?, (c) what are the area of implementation/operation (e.g. number of modes, range etc.)?, (d) what are the components/ technologies for operating them?, (e) which social groups were benefited and how?, (f) what were the benefits (indicators' change, certain figures)?, (g) who were the stakeholders/actors that had to cooperate, (h) what were the LA's supportive actions that have been taken to encourage introduction of such measures (e.g. services, campaigns, infrastructure) will be covered, (i) presentation of case studies where conventional or innovative funding mechanisms and procurement processes were employed in order to implement measures that enhance urban mobility in other S-M cities.	30 min
11:30-12:05	Innovative financing mechanisms, procurement, partnerships for InnoTS measures	a. Discussion on how to get aware and make use of existing or innovative methods in every city case. b. Presentation of SUITS innovative financing/ procurement/business models guidelines	35 min
12:05-12:45	Business Model Canvases	a. Brief presentation of the concept of business model canvases b. Completion of a business model canvas for the scheme participants are working on and make it specific for their city.	40 min
12:45-13:25	Key implementation aspects for InnoTS measures	a. Description of actions to be considered before or during implementation, presented as guidelines for LAs. b. Presentation of a table with city size recommendation and guidelines for implementation for each InnoTS.	40 min
13:25-14:10	Available tools guidelines	a. Presentation of the available EC research guidelines, results and tools, demonstrate some of them online-explain the added value for each of them	45 min
14:10-14:25	Conclusions / digital badges		15 min

# ANNEX 2: Template of registration list

## REGISTRATION LIST

“Building small-medium Local Authorities’ capacity to implement innovative transport schemes”

Date: ...

A/A	NAME	EMAIL	ORGANIZATION	SIGNATURE



## ANNEX 3: Ice breaker activity

### USUAL DAILY MODE OF TRANSPORT



Bus



Walking



Car



Taxi



Metro



Uber





Bicycle



Bike-sharing



Motorbike



Tram



Train



Scootering



Van



Plane...



Or even...

## ANNEX 4: Exercise A

### EXERCISE A

### Analyzing benefits and views of stakeholders on Innovative Transport Schemes

#### Description of exercise

- A) Use sticky notes to fill in the two open Boxes. The first field refers to the benefits of a selected InnoTS. The second field refers to the actors/stakeholders/social groups that will be affected (positively or negatively) by the measure.
- B) On the left column of T-Chart transfer the actors/stakeholders which would present the most negative reactions to the proposed measure. On the right column, transfer the sticky notes so they can be used as convincing arguments to the stakeholders written on the left corner.  
(To perform the exercise focusing on specific city, a city map, mobility data and relevant information are distributed to support brainstorming).

Please fill in the following box with the benefits that you believe the Innovative Transport Schemes that you selected can bring to your city.

TEAM NAME

#### MEASURE TITLE

#### BENEFITS FOR YOUR CITY:

Please fill in the following box with the actors/stakeholders/social groups that you believe will be negatively or positively affected by the Innovative Transport Schemes that you selected.

#### STAKEHOLDERS:

Please fill in the T-chart below, according to the arguments that may be expressed by actors in favour/against the implementation of the InnoTS provided to your group.

ACTORS	ARGUMENT

## Matching funding mechanisms and partnership schemes with the InnoTS implementation components

One flipchart with two lists. At the first list, participants write down components they think are required in order to introduce a specific Innovative Transport Scheme, that is allocated to the group. The second list contains funding mechanisms - partnership schemes of the design/implementation process of the InnoTS.

a) infrastructure/facilities/equipment (i.e. research consortia, voluntary capture, b) software (i.e. research consortia, selling expertise), c) operation (crowd sourcing, advertising), d) maintenance (crowd sourcing, collaborating).

TEAM NAME

SCHEME COMPONENTS	FUNDING MECHANISM & PARTNERSHIP SCHEME

# ANNEX 6: Exercise C

## EXERCISE C

## Business Model Canvas

### Description of exercise

One business model canvas, which participants should fill in according to the scheme that they have been allocated with.

TEAM NAME

### MEASURE TITLE

### BUSINESS MODEL CANVAS

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
	KEY RESOURCES		CHANNELS	
COST STRUCTURE		REVENUE STREAMS		



## ANNEX 7: Exercise D

### EXERCISE D

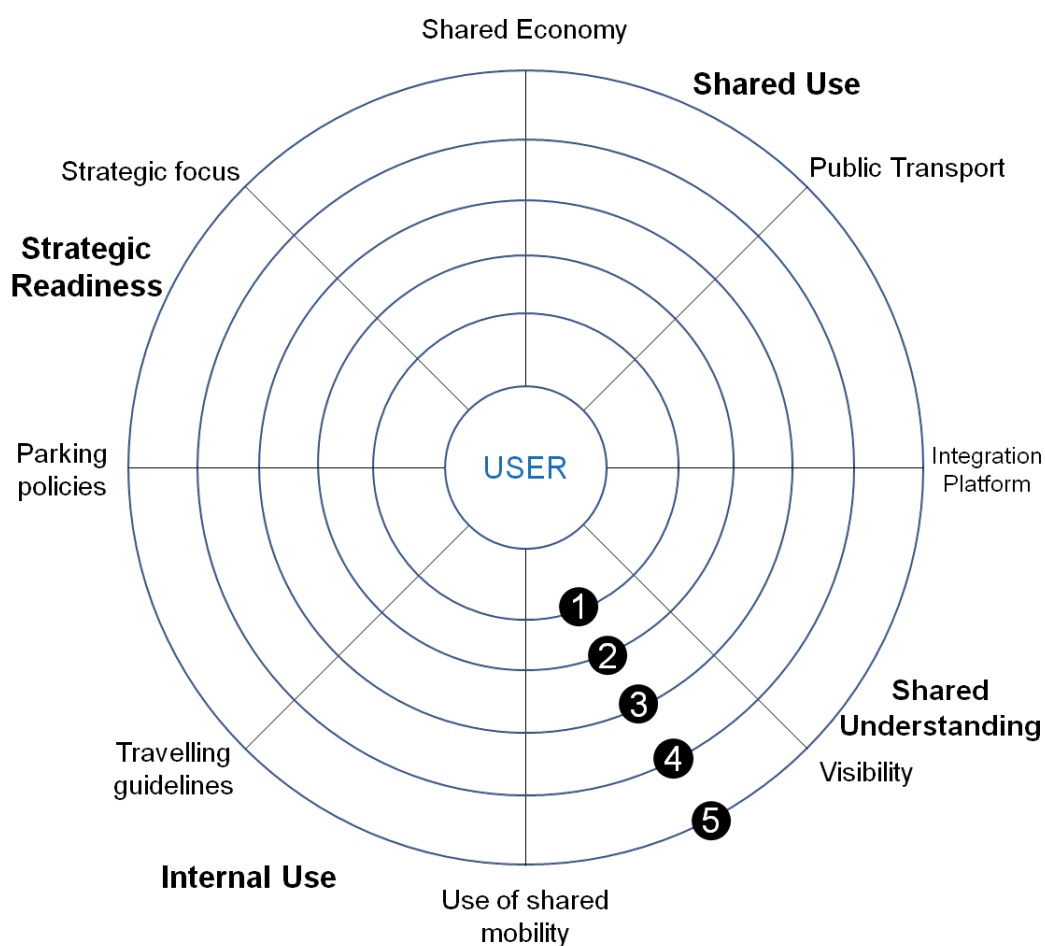
### Mobility as a Service readiness level

#### Description of exercise

One spider diagram, which participants use in order to transfer the score results from the CIVITAS ECCENTRIC tool. 8 fields (open boxes) which participants use to fill in the descriptive results of the CIVITAS ECCENTRIC tool.

Please use the spider diagram below, to transfer the results from the CIVITAS ECCENTRIC tool for your city.

TEAM NAME



Please fill the following boxes with the results from the CIVITAS ECCENTRIC tool for your city.

### STRATEGIC READINESS

STRATEGIC FOCUS

PARKING POLICY

### INTERNAL USE

TRAVELLING  
GUIDELINES

USE OF SHARED  
MOBILITY

### SHARED USE

SHARED ECONOMY

PUBLIC TRANSPORT

### SHARED UNDERSTANDING

INTEGRATION  
PLATFORM

VISIBILITY



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