



Project acronym: **CREATE**

Project title: **Congestion Reduction in Europe - Advancing Transport Efficiency**

## **D 2.4 Final Stakeholders' needs assessment**

### **WP2 Stakeholders Needs and Study Framework**

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## Table of Contents

<b>1</b>	<b>Executive summary .....</b>	<b>5</b>
<b>2</b>	<b>Introduction .....</b>	<b>6</b>
2.1	<i>Context.....</i>	6
2.2	<i>Who are the CREATE stakeholders? .....</i>	6
2.3	<i>Stakeholders Engagement Group.....</i>	8
2.4	<i>External Stakeholders.....</i>	9
2.5	<i>Objectives of the stakeholders' needs analysis .....</i>	9
<b>3</b>	<b>Methodology to assess stakeholders' perspectives and needs .....</b>	<b>11</b>
3.1	<i>Building on existing knowledge.....</i>	11
3.2	<i>Three – wave assessment method .....</i>	12
3.3	<i>Continuos interaction with cities.....</i>	13
<b>4</b>	<b>Analysis of the CREATE stakeholders' needs .....</b>	<b>14</b>
4.1	<i>Understanding the needs.....</i>	14
4.2	<i>Consolidating the needs .....</i>	17
4.3	<i>Projecting Expectations .....</i>	19
4.4	<i>Validation of the CREATE needs with SEG.....</i>	20
4.5	<i>External validation.....</i>	21
4.6	<i>Continuos exchange of experience between cities.....</i>	22
<b>5</b>	<b>Addressing the needs .....</b>	<b>24</b>
5.1	<i>The overall pattern of cities' needs .....</i>	24
5.2	<i>Data issues .....</i>	27
5.3	<i>Understanding the context.....</i>	28
5.4	<i>Audience - Target Groups and local stakeholders.....</i>	30
5.5	<i>Capacity.....</i>	31
<b>6</b>	<b>Conclusions and Future Needs .....</b>	<b>33</b>





## 1 Executive summary

The CREATE Stakeholders' needs assessment tried to map out the main needs of the cities in CREATE. It also intended to understand the perspectives and expectations of all 10 CREATE cities involved in the project. The needs' analysis contributed to major strands of activities in the project, such as:

- The collection and analysis of the congestion related available data, to describe and explain the results of the quantitative research in order to fulfil the expectations of the cities (input useful for WP3 – Quantitative Analysis of Travel)
- Provision of a comprehensive qualitative analysis that addresses the cities expectations (input useful for WP4 – Qualitative Analysis of Process)
- Development of the policies recommendations and guidelines (input useful for WP5 – Combating congestion and reducing levels of car use in European cities: strategies, business models and guidelines);
- Analysis of advanced technologies and models that could influence the ways cities will shape their future policies (input useful for WP6 – Future developments)
- Communication of the major findings of the project and the Knowledge transfer between the cities active in the project and beyond (input useful for WP7 – Dissemination and Exploitation).

This document presents the (i) assessment in three waves of the CREATE cities' needs, (ii) the interaction with the Stakeholder Engagement Group – a validation body, (iii) the interaction with external stakeholders and (iv) the permanent communication and interaction between CREATE cities.

## 2 Introduction

CREATE is a H2020 project awarded in 2015 that addressed the topic of “Tackling Urban Road congestion” within the Mobility for Growth, part of the H2020 programme. The CREATE project is considered member of the projects funded under CIVITAS - the European Commission flagship programme for cities of EC, the umbrella programme for research and demonstration of innovative sustainable mobility solutions in European cities.

CREATE project was based on 4 major innovative ideas:

1. the way the “congestion debate” is framed in a city fundamentally affects how the transport system performance is measured and influence the public and political perceptions of the traffic related problems and their respective solutions (Jones, 2012);
2. The existence of the “Transport Policy Evaluation cycle” over a period of more than 40 years, that identifies three sequential stages (Jones, 2013);
3. The investigation of future mobility solutions tacking into account the rapidly growing population, the need to reduce the congestion levels, the advance of technology and the subsequent change in the mind-set of the users, technicians and policy makers (Pickup, 2015);
4. Facilitating the transfer of experiences and successful policies between Stage 3 cities and Stage 1 cities in order to short-circuit the trend observed in the “Transport Policy evolution Cycle”.

### 2.1 Context

In the recent years, different cities across Europe experienced growth in population and income, while the car ownership and use decreased. These cities become more attractive for the inhabitants that experience a higher living standard. In the same time, there are other cities across Europe that are still having problems with high car ownership and use levels, reduced network capacity, in short, high levels of congestion.

The CREATE project investigated the nature and the causes of the urban road traffic congestion in 10 cities across Europe and in the Euro-Med countries - Adana, Amman, Berlin, Bucharest, Copenhagen, London, Paris, Skopje, Vienna, Tallinn - and developed a set of policy recommendations and guidelines that could help cities to adopt, retain and increase the benefits of the innovative urban mobility solutions.

### 2.2 Who are the CREATE stakeholders?

An important objective of the CREATE project is to identify and meet the needs of the stakeholders to which the research is directed:

- The ten city transport authorities that form part of the CREATE initiative: five cities that have successfully started to reduce car use - Stage 3 - (Berlin,

Copenhagen, London, Paris and Vienna) who seek guidance on planning for a new phase of transport policy development; and five cities that are experiencing rapid increases in car use - Stage 1 - (Adana, Amman, Bucharest, Skopje and Tallinn), who seek to learn lessons from experiences in the first group of cities;

- Other cities in Europe and beyond that might benefit directly from the research and the city networks to which many of them are members
- The European Commission DG MOVE (the Directorate responsible for the development of transport policy);
- Transnational transport funding agencies, such as the regional investment banks (for example the European bank for Reconstruction and Development), the European Investment Bank (the investment bank for the European Commission) and the World Bank;
- Cities and professional networks that could benefit from the project's results and recommendations (POLIS, UITP, etc)
- The transport research and academic community, who can use the CREATE project as a springboard to further understanding of the congestion issue, and to educate future transport professionals.

The key stakeholders in this project are all CREATE cities, represented by the representatives of strategic departments in their authorities. Given the objectives and the ways the research is planned and implemented in the project, the main objectives of the stakeholders' needs analysis are:

- to understand the cities perspectives on the project,
- to accomodate their needs within the work programme and
- to meet their expectations thr ough the project outcomes.

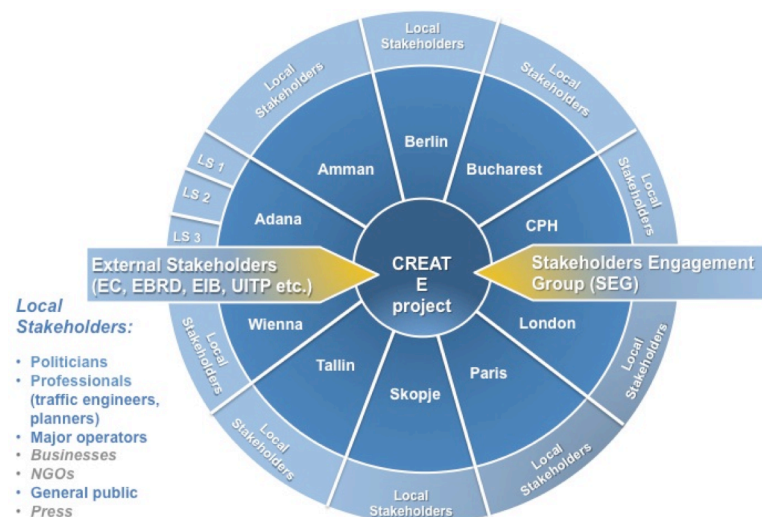


Figure 1 Diagram of CREATE stakeholders and the SEG involvement

These are the stakeholders as defined by the project. At the city level there is a large number of primary and secondary stakeholders that are interested in the local congestion issues. The interaction, collaboration and influence with the local

stakeholders is addressed and documented in the individual city assessments carried out within work packages 3 and 4.

### **2.3 Stakeholders Engagement Group**

The Stakeholder Engagement Group (SEG) will ensure that the knowledge innovation and the guidelines developed within CREATE project will be relevant to the target markets where they will be applied.

The Stakeholder Engagement Group is seen as a “sounding – board” and it will have an important role in the project from an early stage by helping to define and then verify and test the knowledge generated by the project.

The SEG will comprise members of key stakeholder groups and it will create a forum for information sharing and detailed consideration of a broad range of views and issues as related to the urban congestion and reductions on car use. The SEG will consider and discuss issues arising from the work carried out in the CREATE project.

The purpose of the SEG is to:

- provide a forum to build a shared understanding of congestion and network performance issues amongst stakeholders encompassing different perspectives;
- discuss issues around factors affecting levels of car use, both in terms of policy measures and policy environments
- enable the dissemination of information via the SEG members to improve the outcomes of the project, and foster a wider understanding of the project's vision and outcomes;
- establish a mechanism whereby members can provide relevant information back to CREATE from their organisations or communities,
- signal any issues and concerns related to the CREATE approach and facilitate adopting appropriate solutions;
- improve the outcomes of the project by bringing a broad range of views and issues to the attention of the project members.

Representatives of different European cities that are members of Eurocities, plus individuals representing other key stakeholder groups, including academia, the mass media and NGOs, form the SEG

The members of SEG met twice a year, during the Mobility Forum organised by EUROCITIES for its members.

Besides the cities representatives, SEG has 3 additional stakeholders representing:

- the academic environment (Prof Mihaela Negulescu),
- the press and promotion environment (Peter Stonham)
- and the lobby and support groups (James MacColl and Greg Archer).

Tabel 1 The SEG members

City	Last Name	First Name	Position	SEG status
<b>Budapest</b>	Kerenyi	Laszlo	Budapest Transport Authority	Member
<b>Lisbon</b>	Machado	Pedro	Lisbon Agency	Member
	Castel Branco	Rita	Lisbon municipality	Member
<b>Malmo</b>	Brodde Makri	Maria	Malmo municipality	Member
<b>Sofia</b>	Avramov	Metodi	Budapest Transport Authority	Member
<b>Utrecht</b>	Degenkamp	Mark	Utrecht municipality	Member
<b>Venice</b>	Mella	Giuseppe	Venice municipality	Member
<b>Enschede</b>	Meeuwissen	Marcel	Enschde municipality	Observer
<b>Nice*</b>	Chirac	Jacques	Nice municipality	Observer
	Jude	Alice	Nice municipality	Observer
<b>Pisa</b>	Branchina	Marilena	SpA Navicelli di Pisa	Observer

## 2.4 External Stakeholders

CREATE identified since the beginning the need to test, validate and integrate the project's results and findings with certain strategic stakeholders. They have been identified as major policy influencers (European Commission), or funding agencies (EBRD, EIB, etc), or gatekeepers of certain groups of targeted audience (POLIS, UITP, etc), or academic environment. In this respect, a first analysis of the external stakeholders have identified the followings:

- The European Commission DG MOVE (the Directorate responsible for the development of transport policy);
- Transnational transport funding agencies, such as the regional investment banks (for example the European bank for Reconstruction and Development), the European Investment Bank (the investment bank for the European Commission) and the World Bank;
- Cities and professional networks that could benefit from the project's results and recommendations (POLIS, UITP etc.)
- The transport research and academic community, who can use the CREATE project as a springboard to further understanding of the congestion issue, and to educate future transport professionals.

## 2.5 Objectives of the stakeholders' needs analysis

The stakeholders' needs analysis within CREATE aimed to understand the views of the cities related to major issues that are challenging the sustainable urban transport planning:

- high level of car usage
- growth in population that lives in urban area
- preserving good levels of quality of life in city
- correct involvement of relevant stakeholders
- improved communication with end-users
- new technology and business models
- new mobility products and services, etc

In this respect, the stakeholders' needs assessment had as main objective to understand which are the cities' main concerns and which are the major needs that the project should address. Another major objective is to monitor the way the stakeholders's needs developed through the project – if they mature or change.

The activity involved a validation of the CREATE cities' needs with an external group of cities – Stakeholder Engagement Group – that were exposed to the same information and their views have been reviewed together with those of the CREATE cities.

### 3 Methodology to assess stakeholders' perspectives and needs

#### 3.1 Building on existing knowledge

Stakeholders needs assessment it is a current practice in EC funded projects that allows a better understanding of the main actors' interest from their involvement in the project. This practice has been provided very successful and it was the subject of many projects funded in different programmes, having the intention to understand the process and the most successful practices to assess the stakeholders; needs and to provide a more efficient involvement in the process.

CREATE cities and strategic partners have been involved in many of these projects, either being the subject of the assessment or organising qualitative assessment exercises.

Each of the CREATE cities, especially the Stage 3 cities, have a significant experience in working locally with their stakeholders. Some of the Stage 1 cities have been also creating different ways to involve the local stakeholders in the congestion related debates. It was clear since the beginning of the project that the CREATE cities want to work with each other to enlarge their knowledge on congestion relief solutions and to apply this knowledge to their own environment and in their interaction with local stakeholders.

Many EC funded programmes and projects have organised and supported different exercises with local stakeholders; these exercises ranged from mapping the stakeholders, the assessment of their needs and finally the engagement with the key stakeholders. Many of the CREATE cities have been part of the projects and have developed locally in different ways the interaction with the stakeholders. CREATE didn't want to replicate the exercises at local level, but to mainly concentrate on the necessities of each group of cities and to define, based on their specific needs and interests, tailored solutions.

The actual analysis of the stakeholders has started at the beginning at the project and the first major action was held during the kick off meeting in London, September 2015.

Moreover, even during the first external workshop, organised during the KO meeting, the project received a good interest from external stakeholders, such as EBRD, developers, policy makers etc.

### 3.2 Three – wave assessment method

It is normal practice in research and innovation projects, and also in demonstration projects in cities, to make an initial assessment of the needs that stakeholders have from the project. Such assessments are normally undertaken at the start of the project and used as the basis to assess the value of the work as the project develops. This common approach has two problems:

- At the start of the project, the stakeholders may not have a clear idea of what the project is about, their awareness of the project will increase through the project - and therefore their needs will change and become more specific.
- The project itself, as a research, innovation or demonstration project, will itself change in focus as results begin to emerge and the initial hypotheses need to be adjusted or redefined. Therefore the project will need to revisit the stakeholders as the results emerge to reassess their needs.

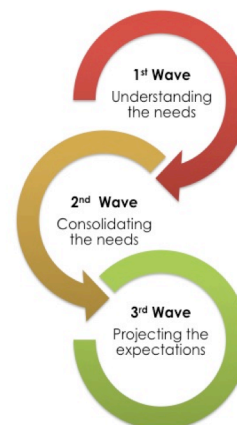
Based on these problems, a new CREATE approach to needs assessment was developed – an approach that fully incorporates the idea that needs change and evolve as the project develops.

The result was a strategy defined as the 3-wave strategy. Stakeholder needs would be assessed at the start of the project, at the mid-point and at the end of the project. These 3 waves can therefore assess the changes in stakeholder needs during the project – which the work-plan can respond to, and also how the final project outcomes address the stakeholder needs for the period beyond the project – the project “legacy”.

This strategy aimed to:

- **record** the expectations at the beginning of the project – the stage when the city representatives have certain expectations from the project, but less clear image of what they can actually obtain from the project – especially, in the case of S1 cities – wave 1 on analysis
- **verify** if the cities expectations are fulfilled by the activities carried out through the project – both S1 and S3 – wave 2 analysis
- **check** if their initial expectations from the project have been fulfilled and met by the project and its main results – wave 3 analysis.

Figure 2 The “3-wave strategy”





In the case of the CREATE project the need for a 3-wave approach was essential for several reasons:

- The initial emphasis of the project from the proposal phase, when the CREATE cities joined the CREATE project, was one of addressing traffic congestion and the ways in which the experiences of the cities on this subject could be transferred, to allow cities to reduce congestion and car use – achieving Stage 3.
- As the cities would become aware of the wider approach of the project to viewing the congestion problem, in the context of achieving sustainable mobility and greater liveability in cities, the needs they would have from the project would change.
- Much of the emphasis in the first half of the project was in the Stage 3 cities, Stage 1 cities being much more engaged in the second half. Therefore, the engagement and changing needs of Stage 1 cities would only at or after the second wave of the needs assessment.
- The 3-wave needs assessment process itself became a valuable tool for the project team to assess how the work is addressing changing stakeholder needs and to shape the nature of the final products to meet the needs that matured by the project close.
- The approach also enabled the project to have a clear idea of what actions are needed after the close of the project, in new projects, to continue to address the stakeholders' needs.

### **3.3 Continuous interaction with cities**

In CREATE a mechanism has been put in practice to allow a better communication, interaction and engagement between all stakeholders. Both Stage 1 and Stage 3 cities have a facilitator, as called Stage 1 coordinator and, respectively, Stage 3 coordinator. Their role is to facilitate the interaction between their respective types of cities and to represent them at the project level, in order to ensure that their needs and interests are well represented. Both coordinators with the support of the technical partners have engaged with cities and organised specific actions that allowed a better interaction between them. In Chapter 4.6 of this document it is presented succinctly the main results of this interaction.

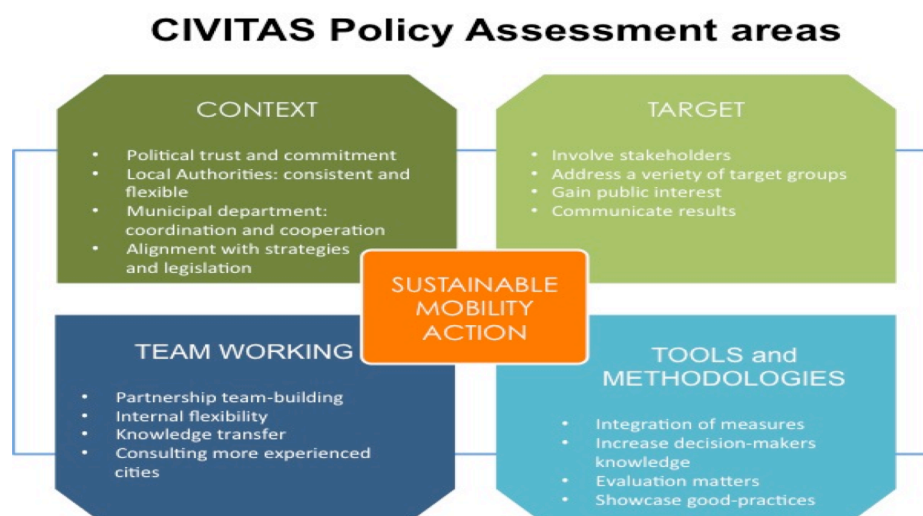
## 4 Analysis of the CREATE stakeholders' needs

### 4.1 Understanding the needs

During the KO meeting, in the interactive sessions and the one-to-one discussions with the city representatives, the expectations from the project have been clearly expressed by the cities. What is very interesting to notice is that their expectations can be categorised in 4 major areas of interest, that are in line with the 4 major domains where CIVITAS provides the policy recommendations. These areas are:

1. **data** – the interest in knowing how to collect and analyse the existing data and how to incorporate it in the future analysis and local strategies
2. **context** – which are the major factors that influence different strategies or measures that cities are implemented and of course, the nature of these factors
3. **target audience** – the communication and interaction with local stakeholders for the congestion related issues is very important; cities would like to know how to communicate and engage with local stakeholders for any measures taken for addressing the local congestion problem;
4. **capacity** – some cities are facing with major lack of capacity, therefore it is a major interest to learn how to efficiently address and implement measures to combat congestion; other cities that have been successful in implementing strategies that decongested the traffic are interested to learn how they can integrate and use the available information to further improve their local strategies.

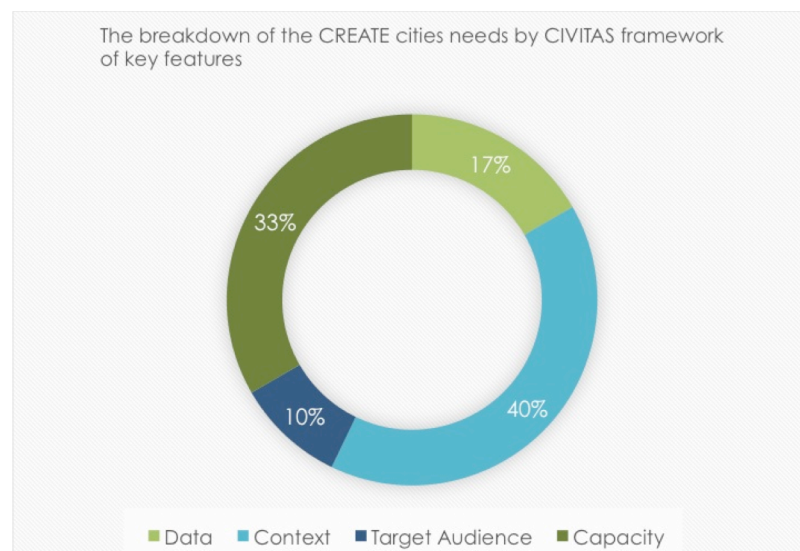
Figure 3 CIVITAS Policy Assessment Areas



Overall, the cities major interest is in understanding the contextual situation of the congestion – 40% of the expressed opinions are related with this aspect. Namely, cities would like:

- CREATE to explain how the **people's attachment** to cars can be reduced in cities;
- CREATE to advise on how to tackle the **governance issues** in the areas where congestion levels are high;
- CREATE to tell which are the congestion related strategies to implement in order to cope with the **growing population**;
- CREATE to advise on how to integrate background **contextual factors** when the congestion issues are assessed;
- CREATE to tell how to plan for an increasing **young aged population**;
- CREATE to advise which are the most **successful strategies** to tackle the car-based congestion implemented in cities?
- CREATE to provide clear paths on how to **move forward** with existing congestion relief strategies

Figure 4. The breakdown of the CREATE cities needs by CIVITAS framework of key features



It is very interesting to notice that 33% of the opinions expressed by the cities are related to the “capacity” issues. This quite high percentage is mainly influenced by the Stage 1 cities that are experiencing major local capacity issues, not only in staffing issues (sufficient and skilled staff), but mainly in the capacity to implement new knowledge. It is highly recognised that the professional mind-set’ needs a continuous “update” and the local administrations should improve the way to implement new knowledge in the field of the congestion. The major expressed needs from cities in this sense are that:

- CREATE should provide solutions that every city can implement, even with limited existing capacity;
- CREATE to act as platform where cities have the opportunity to liaise with each other and understand other cities experience and practice.

From all the expressed opinions, 17% of them are related with the “data”; specifically cities’ needs are for:

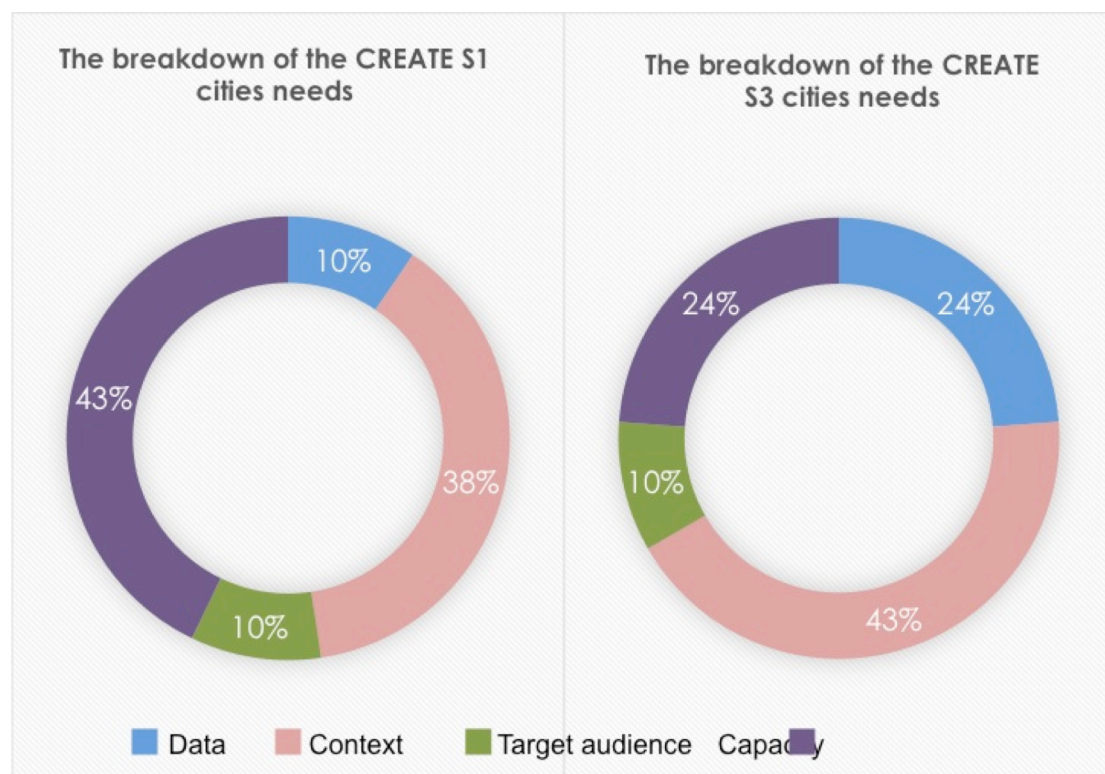
- CREATE to advise on which are **the most relevant data** that should be collected at the city level, and **how to collect it**;
- CREATE to advise on how to **better understand** the data collected over time from different sources.

Lastly, the 10% of the opinions expressed are not surprisingly related with the ways they need to interact with the local targeted groups. Both, cities with more experience in the interaction and engagement with the local stakeholders and those that are in the first phases to organise this type of interaction are very much interested in how to tailor the communication with them. Specifically, their expectation is that:

- CREATE will advise on the best way to **use champions**/ambassadors to promote the use of sustainable modes and reducing the use of cars;
- CREATE will state which are the best ways to “**engage with our local stakeholders**”.

If the analysis is done for each group of the CREATE cities, the situation and the proportion of their interests is significantly different.

Figure 5. The breakdown of the CREATE cities needs – Stage 1 cities and Stage 3 cities



While for the Stage 1 cities the capacity issues are very important – 43% of the expressed opinion, in the Stage 3 cities this is significantly reduced, only 24%. However, very interesting to notice is that Stage 3 cities are interested in the contextual aspects – 43% of the expressed opinions; this can be explained in their interest in CREATE to explained through the analysis made in WPs 3 and 4 of which were the most successful issues/factors/situations etc that contributed to their actual success in tackling the congestion. Moreover, the Stage 3 cities are mainly interested to understand what direction they should take in the future in order to develop new strategies that will improve the quality of the life in their cities.

Lastly, it is very interesting to notice that both type of cities are very much interested to learn from each other, inside their category, but also learning from cities in every stage. It is a major interest from Stage 1 cities to understand which were the major factors that allowed cities to develop such strategies in order to become, as called, Stage 3 cities. Moreover, there is an interest in Stage 1 cities to understand how other cities in the same stage are facing similar issues and problems, and if there are common solutions. The Stage 3 cities have each of them different particularities and interests; they got in this stage of policy development through a long process and some times through the implementation of very hard and difficult measures. The CREATE cities in Stage 3 are few of the most important European capitals; an active exchange of experiences and knowledge is very much in their interest. Furthermore, it is recognised that through the fast pace of the technology development and the changes in the skills and the professional mind-set, the Stage 1 cities could provide interesting solutions that could be easily applied and replicated even in the Stage 3 cities. Therefore the dialogue between the cities from different stages should not be uni-directional, but bi-directional, and CREATE it is seen as the best platform that will allow this interaction and knowledge exchange between European cities involved in CREATE and beyond (SEG members).

## 4.2 Consolidating the needs

At the midpoint in the project, a new wave of the stakeholders' needs assessment has been implemented. This second wave intended to analyse how the needs of the cities have been consolidated. By this moment in the project there has been a significant development of the activities – WPs 3 and 4 (Quantitative and Qualitative Research) advanced with their work with S3 cities, the WP7 (Dissemination) developed the mentoring and work shadowing exercises, WP2 through S1 and S3 coordinators have engaged with their respective group of cities. The following topics were assessed and analysed (the full questionnaire and the set of results are presented in Annexes 1 and 2 to this report).

One of the most important aspects to understand at this stage was the level of understanding of the CREATE theory and what are the main lessons learnt for future research. The majority of the cities expressed their views and interest in how to use and understand the stakeholders' needs (more than 60% of the answers); how to



interpret the influence and how to link the external factors with the success/failure of different mobility policies.

All cities ranked very high the importance of having interactions with other cities. Irrespective of the type of interaction and its form, the cities mentioned that working together and understanding each others barriers and successes helps them in their process of achieving sustainable mobility. For S1 in particular, the exchange of information with the rest of the cities has been very important.

New technologies have been mentioned by CREATE cities as a step forward towards S4. Many new mobility solutions have been nominated by cities – i.e. hyperloop – but their large-scale development is not expected to happen soon. Although the impact of new technology is recognised, the cities don't seem yet prepared to embrace them widely.

In this wave of assessment cities have been asked about the results – the CREATE guidelines – their form, shape and targeted audience. Many of the CREATE cities recognised the interest in having storylines, to weave the theory with practical examples etc. Almost all cities mentioned that the main targeted group for the guidelines are in fact the decision-makers and the operational staff.

Very interesting to mention that for both S1 and S3 cities, the CREATE events have been extremely useful in addressing their needs; the presentations, the discussions and the interaction with other cities representatives has ranked very high.

The materials and the deliverables produced by the project have also been highly ranked as influencers for better understanding of the congestion and of the ways that it could be addressed. These materials together with the mentoring exercises and training sessions have been highly ranked mainly by S1 cities while S3 cities appreciated the events and interactive sessions organised during the project.

Many cities in S1 would like to shortcircuit the process to get to S3 and to change the professional mind-sets. They also recognised the importance to changing the cultural philosophy.

In parallel with the CREATE cities' needs assessment, a validation exercise has been carried out with the SEG members. The analysis of all the results is in Annex 2 to this document. Almost the same set of questionnaires used in 2<sup>nd</sup> wave of the stakeholders' needs assessment has been used with them, too.

It is very interesting to notice that the SEG members' answers are very similar with the CREATE cities. The only differences were related with the absence of the dedicated work-shadowing/mentoring exercises organised for the CREATE cities.

Overall, this round of assessment has been proved successful in demonstrating the impact of the project at mid-point, but also to identify where is more work to be done.

### 4.3 Projecting Expectations

In the last wave of needs' assessment the focus was on understanding of how cities can develop a strong legacy based on the CREATE experience. This phase in the analysis has been developed for the CREATE cities solely.

The majority of the questions were set up around the 4 CIVITAS main policy areas (see chapter 4.1). The cities expressed their intention to change the way they collect data, manipulate it and interpret it for developing urban sustainable measures.

Very interesting to add that cities have a better image of how to engage with the stakeholders. Equal importance was given to the contextual factors, how to understand them and how to use them for linking the urban mobility policies.

Some S3 cities declared that since CREATE started they have changed the system of data collection and how they interpret the data. This shows the influence CREATE had on understanding the importance of the data collected and its future role as evidence for new sustainable mobility policies.

Both groups of cities declared that they improve the process of data interpretation, they create new indicators, and they treat data in a different way since they have been involved in CREATE. This demonstrates the cities' interest in using the evidence provided by their own data to shape better operations, better activities, and better environment for citizens in their respective cities.

Although asked in 2<sup>nd</sup> stage, the engagement with the local stakeholders has a significant role. It is easier to recognise that S3 cities have more practice in dealing with the stakeholders. Some of them have good mechanisms set in place that are working well and support the implementation of the sustainable mobility measures. Meanwhile, S1 cities don't have the same experience, but through CREATE they understood why it is so important to discuss with the stakeholders. Their answers reflect that some of the cities not only that they understood the importance of working with the stakeholders, but they implemented innovative awareness raising campaigns, entirely tailored on the general population needs.

In terms of the capacity, cities scored highly the importance to have good inter-institutional cooperation, both at local level, but also between the city and governmental levels. This will also enable to have a very good collaboration with the academic environment and to increase the public and stakeholders' participation. Lastly, this assessment underlines that cities need good, multi-disciplinary teams ready to implement long-lasting urban sustainable mobility measures.

#### 4.4 Validation of the CREATE needs with SEG

The members of SEG met twice a year, during the Mobility Forum organised by EUROCITIES for its members. SEG meetings were organised in Tallinn (M5), Munster (M10), Gdynia (M16), Lisbon (M22), Toulouse (M29). The SEG members have been also invited at the final conference in Brussels (M36).

The topic for discussions for each event was different, depending on the stage in the project and the relevant information generated by the project.

Figure 6 SEG meeting, Munster – March 2016



During the SEG meetings the CREATE stakeholders needs have been discussed and validated with the SEG members. As the majority of the cities members in SEG are either S2 or S1 cities, all of them found the analysis very interesting and accurate. While Stage 1 cities aspire for the implementation of different Stage 3 strategies in order to speed-up the process of improving the quality of the traffic in their cities, cities in Stage 2 may have already implemented in different areas Stage 3 policies. The majority of them have a large pedestrian area in the historic centres (stage 3 strategies), but still facing major congestion problems at the outskirts of the city (stage 1 situations).

During the discussions and through the validation process of the needs from CREATE it was easy to see that there are 5 major areas of interests for both, CREATE stakeholders and SEG members:

1. **Policy** – CREATE cities are interested in provide the decision makers with the best implementable solutions for addressing the congestion; while the SEG members are interested that CREATE should provide sufficient evidence that will influence the EC policies that support the growth and improved quality of life in European cities;
2. **Strategy** – CREATE cities are interested how to feed the local strategies (SUMPs, etc) with clear solutions to tackle the congestion; the SEG members will be interested if EC, donor agencies etc will embed the CREATE recommendations in the new SUMP framework;
3. **Implementation** – CREATE cities are interested in methods and ways to improving the actual modus operandi of the cities in tackling in congestion; and SEG members are interested if CREATE recommendations for tackling the congestion related issues are taken into account by funding agencies;
4. **Stakeholders engagement** – CREATE cities would like to have clear evidence for improving and taking to a higher level of engagement the local stakeholders and SEG members would like to exist a Better interaction



between European level mobility stakeholders based on CREATE recommendations in addressing the congestion (POLIS, UITP, etc.) and an Improved interaction with other CIVITAS projects and research networks.

5. **Raising Awareness** – CREATE cities will want to understand which are the Solutions for co-creation with local communities and SEG members want to know CREATE recommendation for the best solutions that can be communicated to those affected by the congestion.

Figure 7. CREATE cities and SEG members needs



In the Annex 2, there are also presented the results of the analysis made at the mid-term in the project where the CREATE cities needs have been assessed in parallel with the SEG cities needs.

#### 4.5 External validation

During the last part of the project, the major donor agencies and other major European stakeholders have been contacted and informed about the project. The actual interest and foreseen results of these interactions were to stimulate the integration of the CREATE results and recommendation in new strategies and policies developed by them.

The immediate result in the discussions with all these organisations was the easiness in which the CREATE approach has been understood. This allowed for many collaboration, integration and take-up ideas to be generated. For example, UITP presented CREATE ideas in their newsletters, at different levels. POLIS has been incorporated different presentations about CREATE in different major events they organised. World Bank considers to use the CREATE approach in other parts of the world (ie Africa). EBRD showed interest in revising their economic appraisal incorporating some of the CREATE ideas. Moreover, through different meetings with EBRD representatives at different level, it was recognised the CREATE cities' effort in developing sustainable mobility; efforts supported very much by the banks' programmes. EIB wants to integrate the CREATE philosophy in their current practice.

#### 4.6 Continuous exchange of experience between cities

The interaction between CREATE cities has been a priority during the project. Besides the specific one-to-one interactions between cities, organised by Eurocities or workshops on specific, relevant topics for CREATE cities, many other interactive sessions have been organised during the project's annual meetings. These interactive sessions had a very important role to facilitate the discussions between different groups of cities on their problems, challenges, barriers and successes. CREATE facilitated these discussions and draw many important conclusions that helped the research, the development of guidelines, policy recommendations etc. The major positive result of these sessions was the possibility offered to the representatives of the CREATE 10 major cities to share thoughts and experiences in an informal and friendly environment with their peers.

Event	Activity involving cities
<b>Kick-off meeting</b>	4 parallel interactive meetings for S1 and S3 cities
London, UK, September 2015	2 plenary interactive meetings for all CREATE cities
<b>Assembly of partners</b>	4 parallel interactive meetings for S1 and S3 cities
Paris, France, May 2016	2 plenary interactive meetings for all CREATE cities
<b>Assembly of partners</b>	6 parallel interactive meetings for S1 and S3 cities
London, UK, May 2017	2 plenary interactive meetings for all CREATE cities

In general all cities have debated the ways to create the transition to a different stage. While for Stage 1 cities transition could be faster due to better access to the state-art technology, fast internet connection, etc, it is still the need to change the mentality of the car users. As one of the stakeholders mentioned in London: *"It is not the matter to be a S3 city, but to create the tools that you could use in your city, compatible with your culture and society needs"*.

Some cities mentioned that the expectations of the citizens changed, therefore the cities efforts should be much more focused in addressing these expectations – *“habit changes, expectations on the public space is changed”*

Other cities recognised the importance of CREATE for understanding the evolution of sustainable mobility, but also expressed the interest to be supported to understand how to prioritise (*“help to prioritise”*) the projects to achieve the desired level of sustainability.

A major role in innovation is expected to play also by local authorities, not only the traditional players. Local authorities need to be prepared to embrace and use in the new technological developments for the benefit of all the community, to have the right capacity etc. One exemple is the use of data *“open data it is a solution to improve communities; it is the duty of local authority to correctly use this asset”*. The technological development also plays an important role the cities *“S1 cities have more chance to leapfrog to a S3 policy, due to better Internet connection, high level of app usage – even elderly people use the apps now”*

Overall, the interaction with the city representatives was considered a positive one. Cities benefited from talking with each other and they wanted more interaction with each other. Benchmarking wasn't a topic of interest; they were more interested in understanding the process in other cities, how their peers deal with similar issues, problems etc; how are their peers organised to face different challenges.

One of the main results of this stakeholders' exercise is that the cities representatives have the possibility to talk with each other any time. If they face an issue, they could ask their peers for support. CREATE created this excellent platform of communication between cities that probably otherwise it would have been difficult to set up or to communicate. Although finished the project, the relationship and the interaction between cities will still be functional.

## 5 Addressing the needs

The main needs expressed by CREATE cities have been graphically represented as “bubble” diagrams. These diagrams offer the possibility to see the evolution of the cities’ needs and views throughout the project. They have been expressed clearly and offered the basis of understanding how the project addressed these needs.

### 5.1 The overall pattern of cities’ needs

As previously mentioned in Chapter 3, the CREATE cities expressed their needs in three waves

- Wave 1 – at the start of the project
- Wave 2 – at the mid-point
- Wave 3 – at the project end (for the legacy period)

The needs of the cities for the CREATE project are shown as a set of issues. Each issue is shown as a bubble on the diagram. The size of the bubble reflects the cumulative “importance scores” the 10 cities give to each issue. The bubbles are coloured, based on the 4 policy assessment areas, shown in Figure 4:

- Data
- Context
- Target audiences
- Capacity

The “bubble” diagrams clearly show how the expressed needs of the cities have changed through the project. This could have been influenced by:

- CREATE addressed a particular need as the project progressed (and so an important need at the start of the project may reduce as the project progressed)
- At the start of the project, the cities do not have a clear vision of what the project can deliver – this only matures as the project progressed and as they become more engaged.

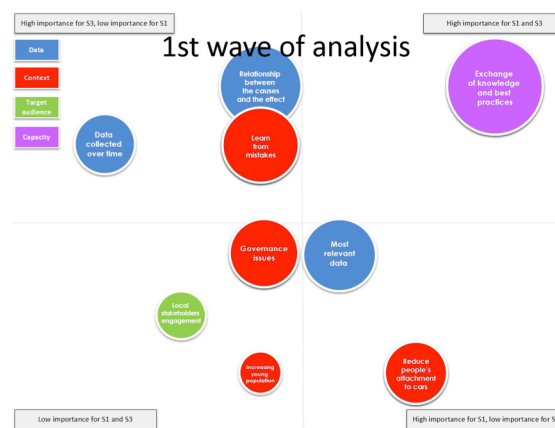
The overall changes in the patterns of the needs reflect a number of important stages in the project and deliverables produced. The overall changes in the patterns of the needs reflect a number of important stages in the project and deliverables produced.

1. **Wave 1** – the project start – CREATE was classified as a project about congestion, the role of CREATE placing congestion issues within the wider development or evolution of transport policy developed in the first period of the project. The bubble diagram at this first wave therefore reflects:
  - Primary needs for the cities to have intelligence on congestion relief strategies and to exchange knowledge and best practice.
  - Issues for the S3 cities that reflect the tasks they have to perform in the project (local assessments – data, experiences, and assessing the contextual issues/population growth)

- S1 cities need to understand how to reduce the attachment to cars they experience in their cities, and the data and capacity issues they have to cope with
- Issues of governance, stakeholder engagement, champions – issues that the S3 cities have addressed (and thus are not important), and S1 cities that had no tradition of these issues (and are therefore issues less important).

Thus the wave 1 needs is a spread of needs in all quadrants of Fig. 8.

Figure 8. Stakeholders' needs analysis – 1<sup>st</sup> wave



2. **Wave 2** – mid-point in the project - The main assessments in the cities were well advanced – the comparative assessments across the cities would be after the mid-point. Compared to the first wave of needs assessment, the Figure shows significant changes in the importance of different issues. There are 6 key issues of importance by this stage:

- Relationship between cause and effect (S3 cities only)
- Reduce people's attachment to cars (S1 cities only)
- Coping with rising population (S1 cities only)
- Exchange knowledge (S1 and S3 cities)
- Congestion relief strategies (S1 and S3 cities)
- (Most relevant data (S1 and S3 cities)

Four of the five important issues for S3 cities at the start had been addressed in the first period of the project and were now seen as being of less importance.

High importance for S3, low importance for S1

High importance for S1 and S3

## 2nd wave of analysis

Relationship between the causes and the effect

Most relevant data

Exchange of knowledge and best practices

Learn from mistakes

Local stakeholders engagement

Data collected over time

Increasing people's potential

Consider other views

Reduce people's attachment to cars

Low importance for S1 and S3

High importance for S1, low importance for S3

- The clearest result is the absence of any needs that relate only to S3 cities.
- Certain issues of importance in the first wave such as congestion relief strategies are now of less importance, reflecting the CREATE policies for place making in Stage 3.
- S3 cities, based on the project, have now raised the levels of importance for issues such as stakeholder engagement, data issues, and the best-fit lessons from S3 cities.
- A dominance of 3 needs to address beyond the project, important to both S1 and S3 cities - Understanding cause and effect (taking

**3rd wave of analysis**

High importance for S3, low importance for S1

High importance for S1 and S3

Low importance for S1 and S3

High importance for S1, low importance for S3

Relationship between the causes and the effect

Exchange of knowledge and best practices

Reduce people's attachment to cars

Most relevant data

Learn from mistakes

Local stakeholders engagement

Data collected over time

Competition and advantages

Cultural factors

Economic factors

Data

Context

Target audience

Capacity

CREATE forward), continuing to exchange knowledge and best practice between the cities and continuing efforts to reduce people's attachment to cars.

The results clearly show how the project has influenced the way the cities in S1 and S3 have thought about transport evolution in their cities and changing policies. Also how the cities now have a more clear idea of their needs for the future in the project legacy period, and how the CREATE consortium needs to progress and address these needs in further work.

## 5.2 Data issues

**Data over time** - In the 1<sup>st</sup> wave, *“How to assess data collected over time”* ranked as important for S3 cities but not for S1 cities. This would be expected as the focus of the early work in the project (WPs 3 and 4) was centred on the S3 cities. By contrast, at the start of the project the issue of the *“most relevant data”* was marginally more important for the S1 cities.

Following the main work in WP3 and WP4, the relative importance of these two issues changed (measured in second wave), and in different directions. While *“data collected over time”* in 1<sup>st</sup> wave had been an important issue for S3 cities. It was less important for both S3 and S1 cities in second wave, and it had also declined in the level of importance (indicated by the level of importance scores made by each city). This is the response to the completion of the historical analysis by the S3 cities and the resolution of the practical issues the S3 cities faced surrounding the comparison of data sets over time and between cities (described in D3.1).

**Data that is relevant** - While the issue of data over time decreased in importance as the project progressed, the need to collect *“the most relevant”* data grew in importance for both S1 and S3 cities. This can be explained by the cities becoming more aware of the wider context of CREATE in developing policy for greater sustainability and liveability – and the lack of data in these areas from which to appraise these new types of transport policy (described in D2.1 and D5.2). These issues were not seen so clearly at the start of the project. By the middle of the project, the cities could see that new policies required new data for new appraisal (described in D5.3, Section 5).

As the S1 cities became more engaged from the project mid-point, the value of collecting data over time became clearer, as the strengths of the evolution approach in CREATE were underlined by the outputs of the work in WPs 3 and 4 (for example D3.2, D3.3, D4.2 and D4.3). By the end of the project, the S1 cities saw importance of collecting data over time, though as of lesser importance than other issues. In contrast, guidance on collecting the *“most relevant data”* increased among the S1 cities by the close of the project. Several S1 cities had just completed preparing an SUMP or intended to begin the process in the year following the project. Thus, the



need for guidance on data issues had become more important than was the case in S3 cities.

**Data to establish cause and effect** – The impact of the development of the CREATE approach is best underlined by the needs of the cities to better understand “*the relationship between cause and effect*”. In all three waves in the S3 cities, this issue was the most important demand that CREATE needed to address. While the project achieved a lot in developing the CREATE approach (summarised in the Guidelines, D5.3), the results of third wave show that work to better understand this issue has to continue – the most difficult challenge for the project legacy. While understanding cause and effect had not been important up to the project mid-point in S1 cities, the closer engagement with S3 cities in the second half of the project, and them undertaking their own smaller CREATE assessments, raised the importance of this issue to the number one place. In terms of what the cities want, the needs to understand transport evolution in CREATE have only served to increase their appetite to take their understanding to an even higher level.

The needs for the S1 and S3 cities regarding data: there is a clear pattern during the project. The need for “*data collected over time*” migrated from being:

- A core need in S3 cities (associated with the work-plan – see D2.3), to
- An issue of lower importance to all cities at the mid-point (where the city reports were completed (D3.2, D4.2) and the S1 cities not fully engaged)
- To an issue of importance only to S1 cities moving into the project legacy (where the need to build on the Guidelines (D5.3) to plan future data collection for SUMP actions were important).

The issue of “*what data to collect*” – what is the “*most relevant data*” remained at the same level of importance throughout the 3 waves. While at the project mid-point (Wave 2), collecting the “*most relevant data*” was an issue of importance to both S1 and S3 cities; the view taken over the 3 waves was that it was of greater importance to the S1 cities. By the end of the project, for S1 cities, this issue ranked the 4<sup>th</sup> highest need for the S1 cities for the project to address and the most significant need of those that were important only to S1 cities (addressed in D5.3, Section 6).

### 5.3 Understanding the context

**Contextual factors in general** - The ability of cities to understand and respond to “*contextual factors*”, at the start of CREATE was the second major issue of importance to the S3 cities. This issue part of a package of 3 issues that related directly to the needs of the S3 cities to carry out their CREATE assessments – temporal data, cause and effect and contextual factors (reported in D3.2 and D4.2). Once this work was completed, the importance of how cities can respond to contextual factors became lower priority and was not a relevant need for S1 cities throughout the project. Despite this, the importance of the need for cities to understand and frame the “internal” and “external” factors that influence the development of transport policy over time were highlighted in the CREATE Guidelines (D5.3, Section 6).



**Context of a rising overall population** - In the project kick-off meeting, the Stage 3 cities expressed an important need for the project to address their concerns over forecast population increases in their cities. Whether, by looking back as to how past population increases had been addressed in the transport system, the cities could better understand how this might be handled in the future. During the project, the importance of this issue decreased in importance for S3 cities, as they completed their city reports. The importance of addressing rapidly rising city populations transferred from the S3 cities to the S1 cities from the mid-point of the project (a topic emphasised and discussed at several project meetings). By the mid-point, population was an important issue in S1 cities and this level of importance increased, as S1 cities were more engaged in the second half of the project. The CREATE project outputs provided guidance (D5.3) on how cities had coped with increasing population – for example how public transport networks have taken-up the increasing demand as congestion increases and road capacity is reached.

**Context of a rising young population** – Early discussions among the cities emphasised that not only was the overall population increasing in the cities (S1 and S3), but that the demographic structure of the cities were changing – in particular the migration of younger people to inner city areas. The population age profiles of the inner cities showed much younger average ages than for other areas of the cities. However, despite this being raised as an issue, it ranked relatively low by both S1 and S3 cities. This could be that the issue was explained well in D3.2 and D3.3, which clearly showed the trends in this respect, and the explanations of the new emerging city types in D4.3 and D6.4 (summarised in the Guidelines D5.3).

**Mistakes made** – Cities are often reluctant to admit to making mistakes – one problem in looking back into the past. At the start of the project, the need to “*learn from mistakes*” was of major importance in the S3 cities. As the S3 city assessments were concluded at the project mid-point, this issue was no longer important to S3 cities (or S1 cities). However, by the end of the project, this had become an issue important to S1 cities – more engaged since the project mid-point and wanting to take-up lessons from the S3 cities. It is important in assessing this issue that the CREATE assessment redefined this issue of “mistakes”. Seen from an evolutionary perspective, the definition of what is a “mistake” is much less clear – why measures or policies were implemented at particular times. The CREATE Guidelines (D5.3, Section 5) emphasise the need for cities to distinguish between what is success and failure and what is “best practice” and best fit” for a particular city.

**Congestion relief strategies** – The first perception of the CREATE project was a project framed under the topic of “congestion”. As the project progressed, the cities became aware of the need to address the congestion issue from a much wider perspective (e.g. D2.1, D5.2, D5.3, D6.4). This change of emphasis on how congestion is perceived as a transport problem reflects in the changes in the expressed needs of the cities. In the first wave, at the project start, knowledge of

*“congestion relief strategies”* was by far the most important expressed need by both S1 and S3 cities – its position relative to other needs was a dominant one. The level of relative importance for congestion relief strategies reduced during the first stages of the project as the CREATE approach was developed, although both S1 and S3 cities both felt it one of the most important issues. However, what is striking is that by the end of the project, both the S1 and S3 cities see the congestion issue being of lower importance. This shows the success of the way the congestion issue is framed and developed in CREATE Stage 3, as the focus changes from combatting congestion to using transport infrastructure to design more liveable spaces.

**Reduce people’s attachment to cars** – The expressed needs of the cities for CREATE to assist them with Guidance on how to reduce people’s attachment to cars was consistent with the project workflow. By definition, S3 cities had already started to reduce car use and therefore this was not expected to be an issue that would be of high importance at the start of the project. Reducing car attachment was highlighted in early project meetings by S1 cities as the best legacy the S3 cities could give them. This level of importance continued among S1 cities throughout the project. However, at the close of the project, this issue grew in importance, not only among S1 cities (their second most important issue), but also a renewed level of importance among S3 cities. In the project, this renewed importance reflected the work later in the project on the possible ways in which a new “Stage 4” could potentially increase car use again, and that the phase of evolution in which the car was “demonised” may be reducing.

**Governance** – The influence of factors relating to city governance was a core part of the CREATE evolution approach in WP4. The work produced many lessons from the S3 city transport evolutions for the S1 cities to build on. At the start of the project, governance issues started in the quadrant of low importance for both S3 and S1 cities, however, it occupies a central position and it is an issue of some importance. Following the extensive work in the S3 cities and latterly to a smaller degree with S1 cities, the importance of governance issues declines to a low level of need in the second wave and third wave. As this topic was a major element of the project approach and of intensive work with the S3 cities in the first part of the project, the expressed needs were satisfied – and so it reduced in relative terms later in the project as other issues were sustained in importance.

#### 5.4 Audience - Target Groups and local stakeholders

**Local stakeholder engagement** – While the evolution of car use in the CREATE cities shows the 3-stages of an increase, a levelling-off and a decline, stakeholder engagement has shown a steady increase. Many S1 cities started CREATE with little history of stakeholder engagement, in contrast to the S3 cities where a long tradition had existed since the 1960s. It therefore followed that the S3 cities were not looking for CREATE to provide intelligence on “best fit” strategies to engage local stakeholders – it ranked low importance in all 3 waves. However, what is significant is the way in which stakeholder engagement grew in importance among S1 cities. At

the project start, and at the mid-point (second wave) with little experience of such strategies, stakeholder engagement was ranked of low importance by S1 cities. However, at the end of the project, the S1 cities had seen the benefits of such strategies in the S3 cities and local stakeholder engagement rose to be one of the more important elements for CREATE to advise on. The project addressed this issue in the Guidelines (D5.3, Section 6).

**Use of champions and ambassadors** – At the project start, there was discussion on the roles that champions and “ambassadors” for particular issues can have on influencing policy – be they politicians, professionals or from the general public. However, in all waves of the user needs assessment, this element ranked of lower importance by both S1 and S3 cities. In this case there was a mismatch between the extent to which the cities (particularly S1 cities) raised this issue and the relative importance they assigned for CREATE to address it. The Guidelines do provide advice on the benefits of champions and ambassadors in D5.3, Section 6.

## 5.5 Capacity

**Limited capacity** – The CREATE project developed a wider view of transport and the role of transport in urban lifestyles. It underlined the importance of having a wider set of transport planning and policy skills to meet the new demands for sustainable mobility and place making policies. This was an issue of concern raised by the cities (particularly the S1 cities) in the early project meetings, along with continual staff changes and movements which made it difficult to retain a level of expertise. In the user needs assessment, there was a growing mismatch through the project between the extent to which cities raised capacity as an issue, and the extent to which it was cited as an issue for CREATE to address. In the first wave of the needs assessment at the start of the project, limited capacity was cited as one of the most important issues for S1 cities – second only to the “exchange of best practises”. However, in second wave and third wave, limited capacity as issues reduced in importance. Capacity issues are addressed in the CREATE Guidelines (D5.3, Section 6.4) with strong advice as to how cities need to develop a forward strategy. The increasingly low importance scores on this point may be a feeling on the part of the cities that capacity is a local issue where it is difficult to provide advice. In contrast, the CREATE guidance in this respect is strong.

**Exchange of knowledge and best practice** – A major strength of EC research and innovation projects is the opportunity for cities and other stakeholders to exchange knowledge, experiences and lessons learned – in this context, CREATE was no exception. It was the only expressed need of the cities to appear in the “high importance, S1 and S3” city quadrant in all three waves of the user needs assessment. At the project start and at the project mid-point it ranked top of the needs importance listing with congestion reduction strategies. At the end of the project, for legacy actions, it remained the only issue of user needs in the “high importance, S1 and S3 city quadrant. During the project, the cities found the “hands-on” peer learning engagement, project meetings, workshops, conferences etc. as the

most fruitful parts of the project, as the research work progressed in the background – opportunities to discuss and exchange experiences. This was later reinforced by the research deliverables that formed the basis for further discussion and assessment.

In many European research and innovation projects, the project starts with a “user needs” task. Stakeholders are assessed for their needs and a report produced. The user needs approach designed in CREATE, across 3 waves, has introduced a new dimension to needs assessment that other projects could adopt. The assessment has shown how the cities’ views of the project and what it can deliver for them change through the project – new ideas emerge that had not previously been addressed (stakeholder engagement), new ideas emerge that put “big transport problems” into a wider context (congestion relief), S1 cities require advice on data for the SUMP they plan and so on. Importantly the wave assessment provides a final wave to address the cities’ needs in the project legacy period. By undertaking this assessment, the changes in the importance of different needs have been linked to stages in the project delivery.



Project acronym: **CREATE**

Project title: **Congestion Reduction in Europe - Advancing Transport Efficiency**

## **D 2.4 Final Stakeholders' needs assessment**

**WP2 Stakeholders Needs and Study Framework**

### **Annex 1**

## **CREATE Stakeholders Needs' assessment – questionnaires**

Date of  
preparation: **June 2018**

Start date of  
project: **1<sup>st</sup> June 2015**

Duration: **36 month**

Prepared by: **Lucia Cristea  
Radu Gaspar**

Status: **Final**

## CREATE 2nd Stage of the Stakeholders Needs' assessment

An important objective of the CREATE project is to identify and meet the needs of the 10 city-partners in the project – the project 'stakeholders'.

EIP developed a 3-wave strategy of assessment of the stakeholders' needs. This short questionnaire is part of the second wave of the strategy and intends to assess how the cities' needs have evolved since the beginning of the project. The main period of research analysis in Work packages 3 and 4 is nearing completion. Therefore, the aim of this second round of needs assessment is to assess what you have learned from the results of the work so far and whether it has influenced what you need from the rest of the work in CREATE, in comparison to the first round in September 2015.

The results of this assessment will be presented during the Assembly of Partners meeting in May 2017.

The questionnaire will take about 15 - 20 minutes to fill in and if you would like to make additional comments or statements, please do not hesitate to contact us at [office@eiproject.eu](mailto:office@eiproject.eu)

Thank you very much

\* Required

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### ***What is your role and experience in the project?***

Role in the project: \*

Check all that apply.

- ☐ CREATE City manager
- ☐ SEG member (additional)

City \*

Mark only one oval.

- ☐ Adana
- ☐ Amman
- ☐ Berlin
- ☐ Bucharest
- ☐ Copenhagen
- ☐ London
- ☐ Paris
- ☐ Tallinn
- ☐ Skopje
- ☐ Vienna

Your professional background: \*

Check all that apply.



- ☐ Engineer
- ☐ Social scientist
- ☐ Economist
- ☐ Architect
- ☐ Urban planner
- ☐ Transport planner
- ☐ Other:

Gender \*

Check all that apply.

- ☐ Male
- ☐ Female

### ***What remain your key requirements from CREATE?***

At the KO meeting in London in September 2015, all CREATE cities expressed their initial needs and expectations from the project. These were expressed in such a way that a number of statements emerged, which you can see listed below. These statements express the areas where the CREATE project should provide you with insights, evidence and expertise. What we now wish is for you to tell us if these statements still apply at this stage in the project. Please, tick in the table below all of the statements you think still require assistance from the project.

Q1. Please, tick the areas where you think you still require assistance from the project:

Check all that apply.

- ☐ Understanding which is the most relevant data and how to collect it
- ☐ The necessity to collect data over time
- ☐ The relationship between the causes and the effects of different policies to reduce car use
- ☐ How to reduce people's attachment to cars?
- ☐ What are the main governance issues?
- ☐ How to cope with the increasing levels of growing population?
- ☐ What are the main contextual factors to take into account?
- ☐ How to cope with increasing levels of young people living in cities?
- ☐ How to learn from mistakes (others and ourselves)?
- ☐ What are the best congestion relief strategies to adopt?
- ☐ How to use champions/ambassadors?
- ☐ How to improve the local stakeholder's engagement?
- ☐ How to deal when having limited capacity?
- ☐ A major interest in exchanging knowledge and best practices with other cities

### ***So far – what have you learned from CREATE?***

Q2. At this moment in the project, do you consider that you have a better understanding of (please choose the appropriate response for each statement): \*

Mark only one oval per row.





	The same understanding as before CREATE	Better	Much better
How to collect relevant data			
How to interpret the collected data			
How to transform the collected data in evidence for future policies and measures implementation			
How to interpret the influences of different contextual factors			
How to link different external factors with the success/failure of different mobility policies			
How to use in a better way the existing data			
How to understand the local stakeholders needs and their interests			

Q3. How has the project influenced your understanding of how to better use the existing data collected (or to be collected) in your city? What aspects were most influential? (Please, choose all that apply)

Check all that apply.

- ☐ The different deliverables produced in the project;
- ☐ The different events/meetings/workshops organised by the project;
- ☐ The mentoring exercise organised by Eurocities;
- ☐ The one-to-one discussions with different WP leaders;
- ☐ The participation to different external events (i.e. CIVITAS Forum, SUMP conference, etc.)
- ☐ Other:
- ☐

### ***What and how do you want to learn from CREATE?***

Q4. What type of information from CREATE could be of importance to you and your city to understand how to use available or future data in a better way? (Please choose the appropriate response for each statement) \*

Mark only one oval per row.

	Low importance	Medium importance	High importance	N/A
How to collect relevant data				
How to interpret the collected data				
How to transform the collected data in evidence for future policies and measures implementation				
How to interpret the influences of different contextual factors				
How to link different external factors with the success/failure of different mobility policies				
How to use in a better way the existent data				
How to understand the local stakeholders needs and their interests				

Q5. In what form or style you would like to receive CREATE intelligence? (Please choose the appropriate response for each statement)

Check all that apply.

- ☐ Through the different deliverables that the project will produce;
- ☐ Through the different events/meetings/workshops that could be organised by the project;
- ☐ Through different reports or leaflets/written material?
- ☐ Through info-graphics;
- ☐ Through the cities' storylines?
- ☐ Through the second round of mentoring exercise that could be organised by Eurocities;
- ☐ Through training sessions;
- ☐ Through one to one discussions with different WP leaders or other project partners;
- ☐ Through internet based meetings (webinars )
- ☐ Through internet based training sessions (e-learning)
- ☐ Other:

***How important is for you the interaction with the rest of the cities?***

Q6. How important is for you to understand other cities' experiences in planning and implementing sustainable mobility in your city (please, choose from the dropdown menu)

Mark only one oval.

## D2.4 Stakeholders' needs assessment

- Low importance
- Medium importance
- High importance
- N/A

Q7. How important is it for you to have the exchange of experience with other CREATE cities and which are the most important areas of interest? (Please choose the appropriate response for each statement) \*

Mark only one oval per row.

	Low importance	Medium importance	High importance	N/A
Policies to tackle the extensive car usage				
Understanding the influence of different factors on car usage levels (land use, population levels, cultural issues, economic development, technology innovation etc)				
Collaboration with local universities on mobility related measures				
How to actively involve other departments within the City structure in the mobility related projects that affect them				
How to finance innovative mobility projects by attracting funds from different sources				
How to engage with the local stakeholders				
How to communicate the City's efforts in providing better mobility to its end-users				
How to face the lack of expertise and/or staff in the mobility departments				
How to prioritise the implementation of different mobility projects				
How to address the new technological developments that may influence the mobility in the future				

***Future technologies for better cities? A case for S4 thinking?***

Q8. If you are asked to mention a new technology that you consider that will affect massively the car usage in the future, what will you mention?

Q9. What about a technology that will improve the quality of life in your city?

Q10. Is there any new, emerging technology that you may consider a very useful addition to the tools that you are using now for mobility management? (you can add how many you want, preferably mention them in the order of your preference!)

Q11. Do you consider any of the above-mentioned technologies a useful support for new, innovative mobility strategies and policies?

Check all that apply.

- ☐ Yes
- ☐ No
- ☐ Maybe
- ☐ Other:

Q12. Are there any technologies that you are aware of that could put a lot of pressure on the mobility situation in your city? (please, mention how many you want; preferably in the order of the level of challenge! )

***CREATE outputs - guidelines, insights or storylines?!***

By the end of the project, a set of guidelines are planned to be produced. What is your view on this?

Q13 Who in your city will use the CREATE "guidelines"?

Check all that apply.

- ☐ Urban planners
- ☐ politicians
- ☐ decision-makers
- ☐ policy makers
- ☐ Other:

Q14 What do you think the CREATE "guidelines" will be used for?

Check all that apply.

- ☐ Develop long term strategies (SUMP, master plan for transport etc)
- ☐ Support Individual measures
- ☐ Other:

Q15 What would you like the CREATE "guidelines" to contain? \*

Mark only one oval per row.



## D2.4 Stakeholders' needs assessment

	Less useful	Useful	Very useful	I don't know
City Storylines				
Roadmaps				
Guidelines				
Policy briefs				
Visual information				
Short stories				
Lessons learnt				
Success Stories				
Best Practices				
Bad Practices				

Q16 What is in your opinion the best format for the "guidelines" to be produced? \*

Mark only one oval per row.

	Less useful	Useful	Very useful	I don't know
PDF				
Interactive PDF				
On-line information				
e-learning courses				
Web-based form				
Glossy brochure				

***Transition to a new stage - is it a case of short-circuiting the process, leapfrogging or changing mind-sets of decision-makers?***

Q17. How do you think that the transition from a Stage1 to a Stage 3 city can be achieved? Do you think that the new technologies will constitute barriers or factors of success in this transition?

Q18. What in your view will be the characteristics of a Stage 4 city? What to the best of your knowledge are the best ways to transit from a Stage 3 to a Stage 4 city? What are your expectations in this sense?

***Thank you for your time!***

## **CREATE Stakeholders Engagement Group assessment**

An important objective of the CREATE project is to identify and meet the needs of the 10 city-partners in the project – the project 'stakeholders' and to validate these needs with the Stakeholders Engagement Group (SEG).

EIP developed a 3-wave strategy of assessment of the stakeholders' needs. This short questionnaire is part of the second wave of the strategy and intends to assess how the cities' needs have evolved since the beginning of the project. The main period of research analysis in Work packages 3 and 4 is nearing completion. Therefore, the aim of this second round of needs assessment is to assess what you have learned from the results of the work so far and whether it has influenced what you need from the rest of the work in CREATE.

The questionnaire will take about 15 - 20 minutes to fill in and if you would like to make additional comments or statements, please do not hesitate to contact us at [office@eiproject.eu](mailto:office@eiproject.eu)

Thank you very much!

\* Required

***What is your role and experience in the project?***

Role in the project: \*

Check all that apply.

- ☐ CREATE City manager
- ☐ SEG member

City \*

Mark only one.

- |                                  |                               |
|----------------------------------|-------------------------------|
| <input type="radio"/> Adana      | <input type="radio"/> London  |
| <input type="radio"/> Amman      | <input type="radio"/> Paris   |
| <input type="radio"/> Berlin     | <input type="radio"/> Tallinn |
| <input type="radio"/> Bucharest  | <input type="radio"/> Skopje  |
| <input type="radio"/> Copenhagen | <input type="radio"/> Vienna  |



## D2.4 Stakeholders' needs assessment

- ☐ Budapest
- ☐ Sofia
- ☐ Lyon
- ☐ Venice
- ☐ Pisa
- ☐ Nice
- ☐ Malmo
- ☐ Lisbon
- ☐ Utrecht
- ☐ Enschede

Your professional background: \*

Check all that apply.

- ☐ Engineer
- ☐ Social scientist
- ☐ Economist
- ☐ Architect
- ☐ Urban planner
- ☐ Transport planner
- ☐ Other:

Gender \*

Check all that apply.

- ☐ Male
- ☐ Female

### ***So far – what have you learned from CREATE?***

Q2. At this moment in the project, do you consider that you have a better understanding of (please choose the appropriate response for each statement): \*

Mark only one oval per row.

	The same understanding as before CREATE	Better	Much better
How to collect relevant data			
How to interpret the collected data			
How to transform the collected data in evidence for future policies and measures implementation			
How to interpret the influences of different contextual factors			
How to link different external factors with the success/failure of different mobility policies			





## D2.4 Stakeholders' needs assessment

	The same understanding as before CREATE	Better	Much better
How to use in a better way the existing data			
How to understand the local stakeholders needs and their interests			

Q3. How has the project influenced your understanding of how to better use the existing data collected (or to be collected) in your city? What aspects were most influential? (Please, choose all that apply)

Check all that apply.

- ☐ The different deliverables produced in the project;
- ☐ The different events/meetings/workshops organised by the project;
- ☐ The one-to-one discussions with different CREATE representatives;
- ☐ The participation to different external events (i.e. CIVITAS Forum, SUMP conference, etc)
- ☐ Other:

### ***What and how do you want to learn from CREATE?***

Q4. What type of information from CREATE could be of importance to you and your city to understand how to use available or future data in a better way? (Please choose the appropriate response for each statement) \*

Mark only one oval per row.

	Low importance	Medium importance	High importance	N/A
How to collect relevant data				
How to interpret the collected data				
How to transform the collected data in evidence for future policies and measures implementation				
How to interpret the influences of different contextual factors				
How to link different external factors with the success/failure of different				

## D2.4 Stakeholders' needs assessment

	Low importance	Medium importance	High importance	N/A
mobility policies				
How to use in a better way the existent data				
How to understand the local stakeholders needs and their interests				

Q5. In what form or style you would like to receive CREATE intelligence? (Please choose the appropriate response for each statement)

Check all that apply.

- ☐ Through the different deliverables that the project will produce;
- ☐ Through the different events/meetings/workshops that could be organised by the project;
- ☐ Through different reports or leaflets/written material?
- ☐ Through info-graphics;
- ☐ Through the cities' storylines?
- ☐ Through training sessions;
- ☐ Through one to one discussions with different project partners;
- ☐ Through internet based meetings (webinars )
- ☐ Through internet based training sessions (e-learning)
- ☐ Other:

### ***How important is for you the interaction with other cities?***

Q6. How important is for you to understand other cities' experiences in planning and implementing sustainable mobility in your city (please, choose from the dropdown menu)

Mark only one oval.

- ☐ Low importance
- ☐ Medium importance
- ☐ High importance
- ☐ N/A

Q7. How important is it for you to have the exchange of experience with other CREATE cities and which are the most important areas of interest? (Please choose the appropriate response for each statement) \*

Mark only one oval per row.

	Low importance	Medium importance	High importance	N/A



	Low importance	Medium importance	High importance	N/A
Policies to tackle the extensive car usage				
Understanding the influence of different factors on car usage levels (land use, population levels, cultural issues, economic development, technology innovation etc)				
Collaboration with local universities on mobility related measures				
How to actively involve other departments within the City structure in the mobility related projects that affect them				
How to finance innovative mobility projects by attracting funds from different sources				
How to engage with the local stakeholders				
How to communicate the City's efforts in providing better mobility to its end-users				
How to face the lack of expertise and/or staff in the mobility departments				
How to prioritise the implementation of different mobility projects				
How to address the new technological developments that may influence the mobility in the future				

### ***Future technologies for better cities? A case for S4 thinking?***

Q8. If you are asked to mention a new technology that you consider that will affect massively the car usage in the future, what will you mention?

Q9. What about a technology that will improve the quality of life in your city?

Q10. Is there any new, emerging technology that you may consider a very useful addition to the tools that you are using now for mobility management? (you can add how many you want, preferably mention them in the order of your preference!)

Q11. Do you consider any of the above-mentioned technologies a useful support for new, innovative mobility strategies and policies?

Check all that apply.

- ☐ Yes
- ☐ No
- ☐ Maybe
- ☐ Other:

Q12. Are there any technologies that you are aware of that could put a lot of pressure on the mobility situation in your city? (please, mention how many you want; preferably in the order of the level of challenge! )

### ***CREATE outputs - guidelines, insights or storylines?!***

By the end of the project, a set of guidelines are planned to be produced. What is your view on this?

Q13 Who in your city will use the CREATE "guidelines"?

Check all that apply.

- ☐ Urban planners
- ☐ politicians
- ☐ decision-makers
- ☐ policy makers
- ☐ Other:

Q14 What do you think the CREATE "guidelines" will be used for?

Check all that apply.

- ☐ Develop long term strategies (SUMP, master plan for transport etc)
- ☐ Support Individual measures
- ☐ Other:

Q15 What would you like the CREATE "guidelines" to contain? \*

Mark only one oval per row.

	Less useful	Useful	Very useful	I don't know
City Storylines				
Roadmaps				
Guidelines				
Policy briefs				

	Less useful	Useful	Very useful	I don't know
Visual information				
Short stories				
Lessons learnt				
Success Stories				
Best Practices				
Bad Practices				

Q16 What is in your opinion the best format for the "guidelines" to be produced? \*

Mark only one oval per row.

	Less useful	Useful	Very useful	I don't know
PDF				
Interactive PDF				
On-line information				
e-learning courses				
Web-based form				
Glossy brochure				

***Transition to a new stage - is it a case of short-circuiting the process, leapfrogging or changing mind-sets of decision-makers?***

Q17. How do you think that the transition from a Stage1 to a Stage 3 city can be achieved? Do you think that the new technologies will constitute barriers or factors of success in this transition?

Q18. What in your view will be the characteristics of a Stage 4 city? What to the best of your knowledge are the best ways to transit from a Stage 3 to a Stage 4 city? What are your expectations in this sense?

***Thank you for your time!***

For more information, please do not hesitate to contact us at [office@eiproject.eu](mailto:office@eiproject.eu)



## CREATE 3rd Stage of the Stakeholders Needs' assessment

An important objective of the CREATE project is to identify and meet the needs of the 10 city-partners in the project – the project 'stakeholders'.

The needs of each CREATE city shifts as the work progresses in the project. The third wave of assessment will help us determine how the cities' needs have evolved since the beginning of the project and if their expectations were met

The results of this assessment will be presented during the Assembly of Partners meeting in May 2018.

The questionnaire will take about 15 - 20 minutes to fill in and if you would like to make additional comments or statements, please do not hesitate to contact us at [office@eipproject.eu](mailto:office@eipproject.eu)

Thank you very much!

\* Required

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### ***What is your role and experience in the project?***

Role in the project: \*

Check all that apply.

- ☐ CREATE City manager
- ☐ SEG member (additional)

City \*

Mark only one oval.

- ☐ Adana
- ☐ Amman
- ☐ Berlin
- ☐ Bucharest
- ☐ Copenhagen
- ☐ London
- ☐ Paris
- ☐ Tallinn
- ☐ Skopje
- ☐ Vienna
- ☐ Budapest
- ☐ Sofia
- ☐ Lyon
- ☐ Venice
- ☐ Pisa
- ☐ Nice
- ☐ Malmö
- ☐ Lisbon

- ☐ Utrecht
- ☐ Enschede

Your professional background: \*

Check all that apply.

- ☐ Engineer
- ☐ Social scientist
- ☐ Economist
- ☐ Architect
- ☐ Urban planner
- ☐ Transport planner
- ☐ Other:

Gender \*

Check all that apply.

- ☐ Male
- ☐ Female

### ***Needs addressed during CREATE***

During the project a series of key statements have been made by all CREATE cities and the project tried to address them. These were split into 4 categories – data, context, target audience and capacity. Now, at the end of the project, please let us know what your ideas are regarding the way the needs have been addressed during the project.

Q1. Please, tick the areas where you would still like more information, even after the project finishes:

Check all that apply

- ☐ Understanding which is the most relevant data and how to collect it
- ☐ The necessity to collect data over time
- ☐ The relationship between the causes and the effects of different policies to reduce car use
- ☐ How to reduce people's attachment to cars?
- ☐ What are the main governance issues?
- ☐ How to cope with the increasing levels of growing population?
- ☐ What are the main contextual factors to take into account?
- ☐ How to cope with increasing levels of young people living in cities?
- ☐ How to learn from mistakes (others and ourselves)?
- ☐ What are the best congestion relief strategies to adopt?
- ☐ How to use champions/ambassadors?
- ☐ How to improve the local stakeholder's engagement?
- ☐ How to deal when having limited capacity?
- ☐ A major interest in exchanging knowledge and best practices with other cities



### ***The importance of using meaningful data for analysing city congestion and network performance***

Data collection and interpretation was one of the main themes throughout the project. Analysing the progress from S1 to S3 cities and options for S4, a clear need for new sets of data and better tools to analyse them arose. Now, at the end of the project, please let us know how the project has influenced your understanding and future approaches regarding mobility data.

Q2. At the end of the project, do you consider that you have a better understanding of (please choose the appropriate response for each statement): \*

Mark only one oval per row.

	The same understanding as before CREATE	Better	Much better
How to collect relevant data			
How to interpret the collected data			
How to transform the collected data in evidence for future policies and measures implementation			
How to interpret the influences of different contextual factors			
How to link different external factors with the success/failure of different mobility policies			
How to use in a better way the existing data			
How to understand the local stakeholders needs and their interests			

### ***Data***

Q3. Since the beginning of the project, has there been any change in the way you collect data and interpret it?

- ☐ YES
- ☐ NO

If yes, please detail below:

Q4. Based on the information received from CREATE, what are the main changes regarding data collection and interpretation that you are going to implement in your city?

Please, tick all relevant statements

- ☐ Implement a new approach in data collection
- ☐ Extend the type of data that is currently collected
- ☐ Develop new types of partnerships for data collection
- ☐ Taking advantage of technological progress in data collecting practices
- ☐ Extend the territory for which data is being collected
- ☐ Improve data interpretation process (new indicators)

Others, please mention

### **Context**

Q5. In your view, is the transition from a policy stage to another dependent more on: \*

Please mark the importance of each element: 1 -low importance, 5- high importance

Mark only one oval per row.

	1	2	3	4	5
Funding					
Political choice					
The city's integrated development vision					
Policy development					
Pressure from citizens and stakeholders					

### **Engagement with local actors**

Q6. Has CREATE had any influence on the way you engage with local stakeholders on congestion relief?

- ☐ YES
- ☐ NO

If yes, please detail below:

**Capacity**

Q7. Have there been any capacity related changes that are envisaged/being prepared or already implemented to accommodate the transition from one stage to another in your city?

	Yes	No
Increase in number of staff		
Development of a multi-departmental team		
Increase in budget		
Creation of a dedicated team		
Training offered to employees		
External consultants for different tasks		
Software or equipment		

Other:

Q8. In your view, what are the priorities for capacity related changes needed to accommodate your city's transition from one stage to another

Please mark the importance of each element: 1 - low importance, 5 - high importance

	1	2	3	4	5
Increase institutional cooperation with national level to drive legal changes that support congestion relief policies					
Increase institutional cooperation between the city and peri-urban area (wider commuter catchment area)					
Improve internal communication and responsibilities					
Increase pluri-disciplinarily approach in policy development					
Increase pluri-disciplinarily approach in planning and implementing projects					

	1	2	3	4	5
Increase stakeholder participation in policy development					
Increase public participation in policy development					
Improve relationship with research entities for data collection					
Ensure appropriate funding for extensive data collection activities					

### ***Project legacy***

Q9. During the mentoring visits there have been exchanges between S1 and S3 cities. How likely is it for this interaction to lead to concrete measures being implemented?

Please select one.

- ☐ Not at all likely
- ☐ Slightly likely
- ☐ Moderately likely
- ☐ Very likely
- ☐ Completely likely
- ☐ Other...

Please offer more details on the measures you plan to implement in the future:

Q10. How likely is it that the knowledge and learnings of CREATE be used in updating or defining SUMP or similar strategic mobility planning documents? \*

Please select one.

- ☐ Not at all likely
- ☐ Slightly likely
- ☐ Moderately likely
- ☐ Very likely
- ☐ Completely likely

Please explain your choice:

Q11. What are the main congestion relief strategies that you are going to or are currently implementing following CREATE?

Please select the first THREE options.

- ☐ Access restrictions for cars
- ☐ Speed limits on main streets
- ☐ Speed limits on secondary streets
- ☐ Increased costs for car use (parking, taxes, etc.)

- Improve, extend and promote public transport services
- Improve, extend and promote cycling infrastructure and services
- Improve, extend and promote active mobility
- Improve ITS for a better use of the existing infrastructure
- MaaS – Mobility as a service
- Accessibility planning

Q12. Are there any policies that your municipality is planning to implement that stem from the work in CREATE?

If yes, please name them and mark the importance of each one: 1 -low importance, 5- high importance

	1	2	3	4	5
Improve local and regional governance					
Increase stakeholder involvement					
Improve integration between land-use and transport infrastructure					
Better usage of public space - redistribute street space from cars to all modes					
Better usage of public space – improve urban design to increase quality of life					
Introduce speed limits on main roads					
Introduce / improve parking policy and fees					
Increase PT density – infrastructure and services					
Increase PT attractiveness – improve fare policy and better-quality fleet					
Increase PT attractiveness – promote advantages and increase public awareness					
Increase the attractiveness of active mobility – develop / extend quality infrastructure					
Increase the attractiveness of active mobility– promote advantages and increase public awareness					

	1	2	3	4	5
Promote e-mobility					

***Thank you for your time!***

For more information, please do not hesitate to contact us at [office@eiproject.eu](mailto:office@eiproject.eu)



Project acronym: **CREATE**

Project title: **Congestion Reduction in Europe - Advancing Transport Efficiency**

## **D 2.4 Final Stakeholders' needs assessment**

**WP2 Stakeholders Needs and Study Framework**

**Annex 2**

**3-wave needs' assessment – results**

Date of preparation: **June 2018**

Start date of project: **1<sup>st</sup> June 2015**

Duration: **36 month**

Prepared by: **Lucia Cristea  
Radu Gaspar**

Status: **Final**

## Table of Contents

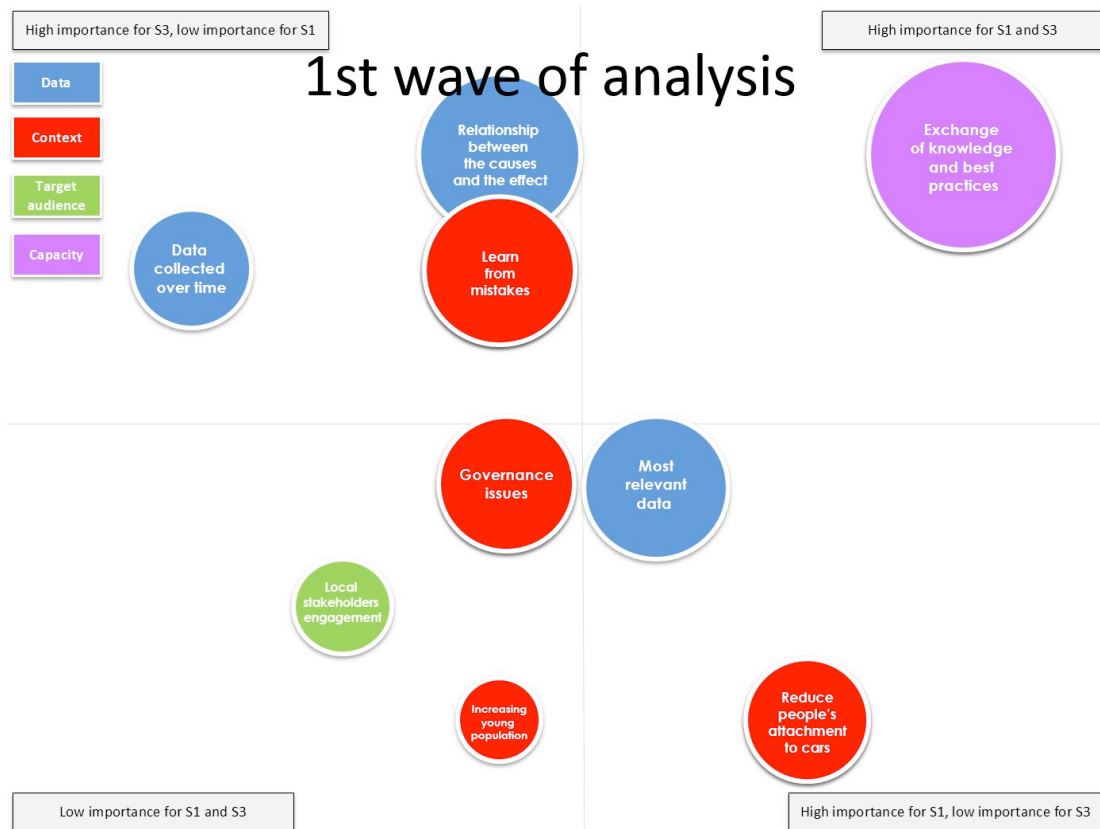
<b>1<sup>st</sup> Wave – Understanding the needs .....</b>	<b>3</b>
<b>2<sup>nd</sup> Wave – Consolidating the needs .....</b>	<b>4</b>
<b>SEG members' views at mid-point through CREATE.....</b>	<b>22</b>
<b>3<sup>rd</sup> Wave – Projecting expectations .....</b>	<b>34</b>



## 1<sup>st</sup> Wave – Understanding the needs

Please, tick the areas where you want to receive expertise from the project:

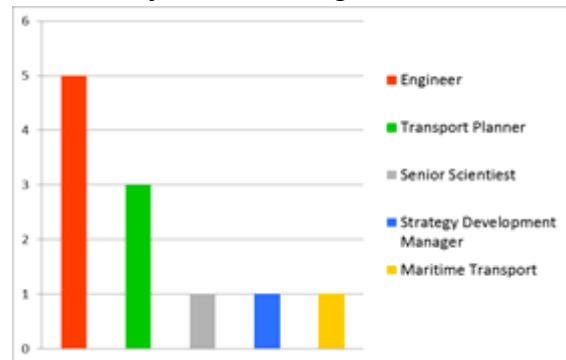
- *Understanding which is the most relevant data and how to collect it*
- *The necessity to collect data over time*
- *The relationship between the causes and the effects of different policies to reduce car use*
- *How to reduce people's attachment to cars?*
- *What are the main governance issues?*
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- *What are the main contextual factors to consider?*
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- *How to learn from mistakes (others and ourselves)?*
- *What are the best congestion relief strategies to adopt?*
- *How to use champions/ambassadors?*
- *How to improve the local stakeholder's engagement?*
- *How to deal when having limited capacity?*
- *A major interest in exchanging knowledge and best practices with other cities*



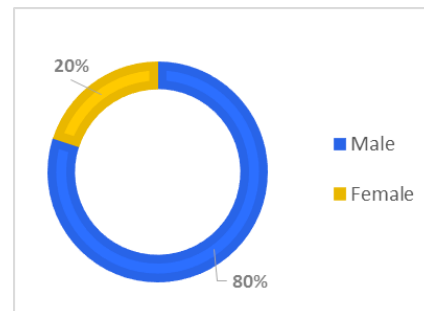
## 2<sup>nd</sup> Wave – Consolidating the needs

What is your role and experience in the project?

- *Professional background:*



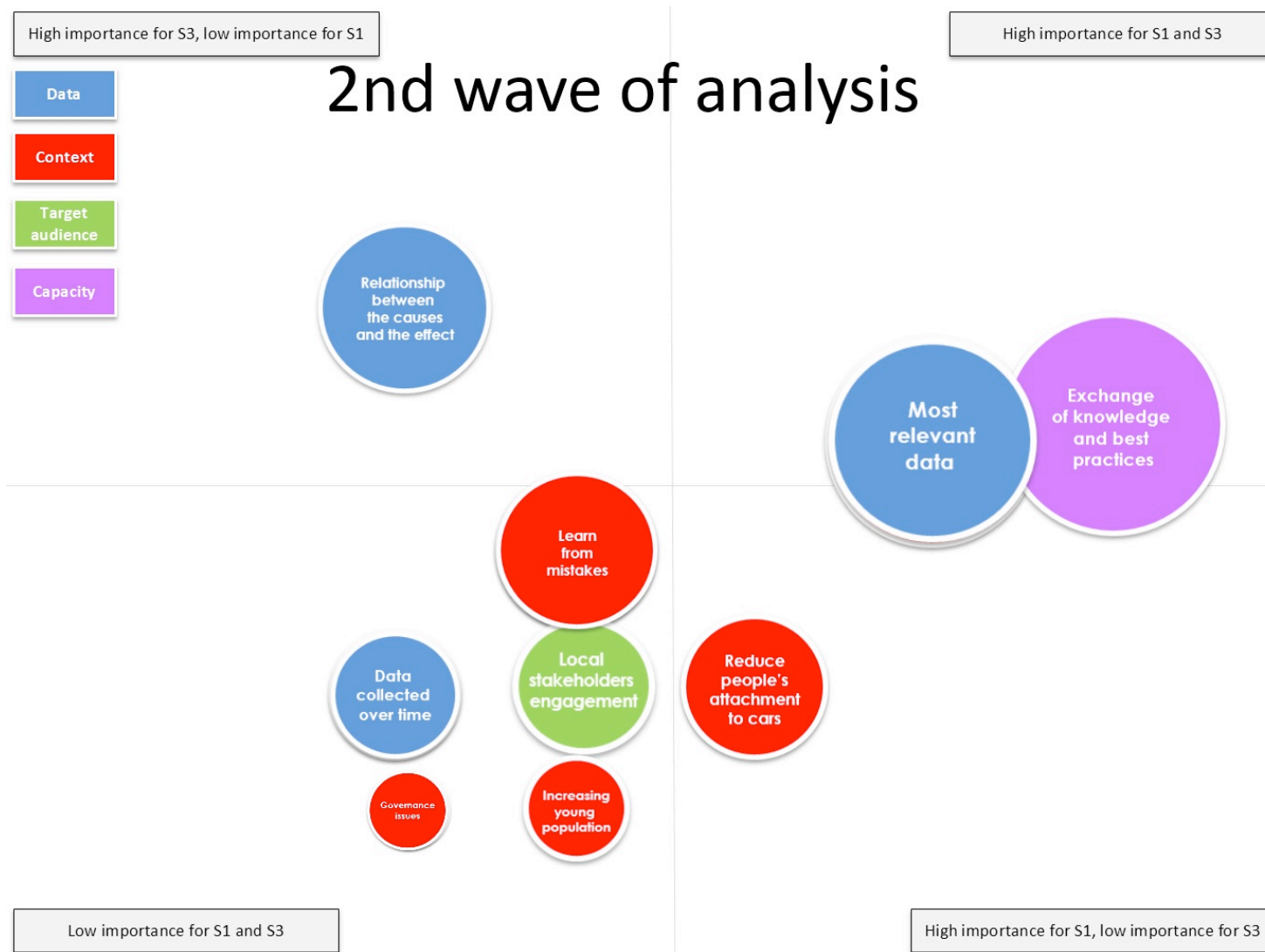
- *Gender*



### Question no. 1

Please, tick the areas where you think you still require assistance from the project:

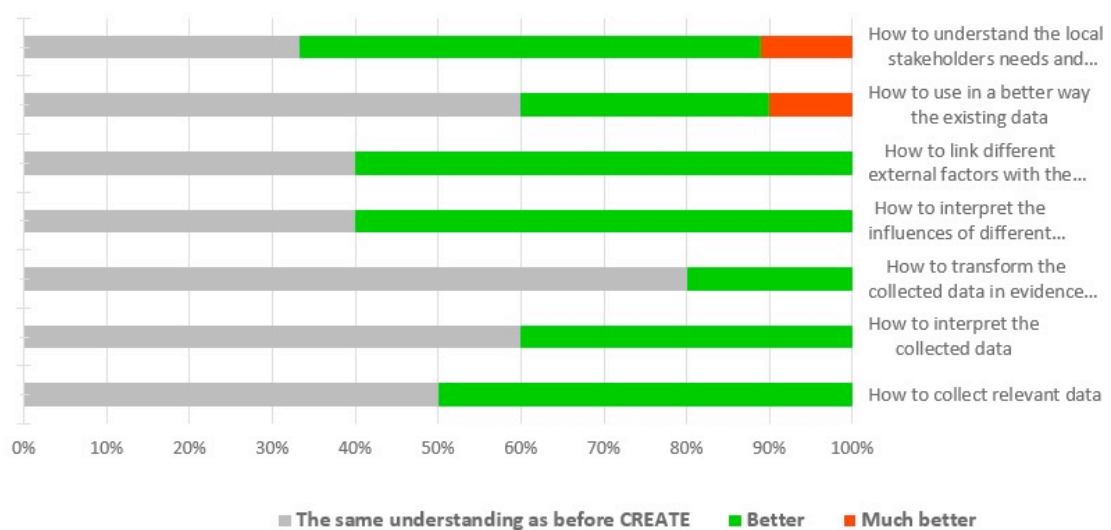
- *Understanding which is the most relevant data and how to collect it*
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- *How to deal when having limited capacity?*
- *A major interest in exchanging knowledge and best practices with other cities*



## Question no.2

At this moment in the project, do you consider that you have a better understanding of:

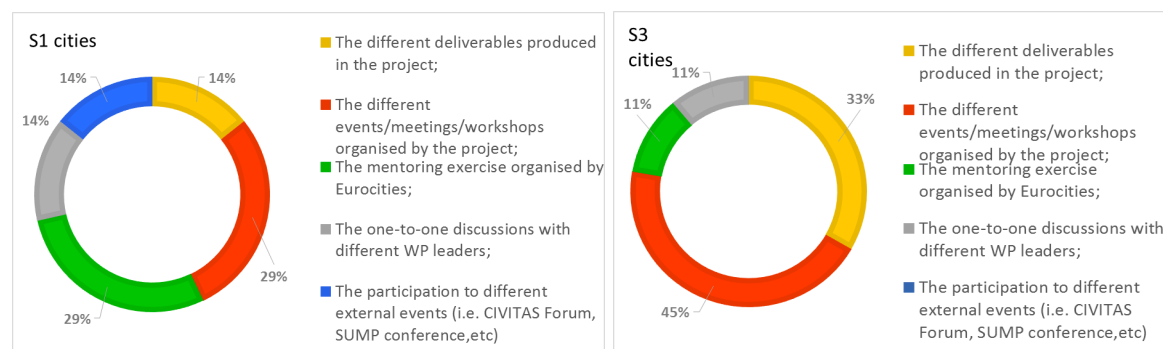
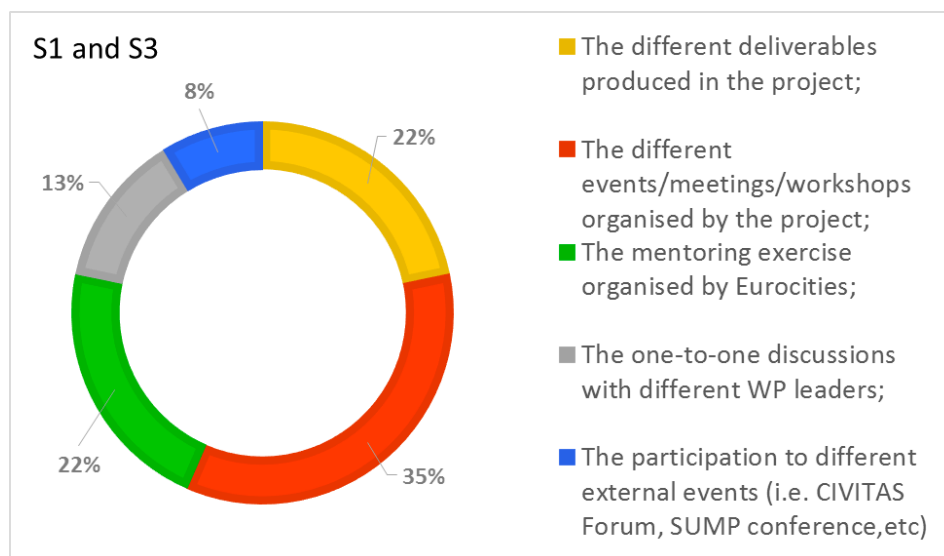
- *How to collect relevant data*
- *How to interpret the collected data*
- *How to transform the collected data in evidence for future policies and measures implementation*
- *How to interpret the influences of different contextual factors*
- *How to link different external factors with the success/failure of different mobility policies*
- *How to use in a better way the existing data*
- *How to understand the local stakeholders needs and their interests*



### Question no.3

How has the project influenced your understanding of how to better use the existing data collected (or to be collected) in your city?

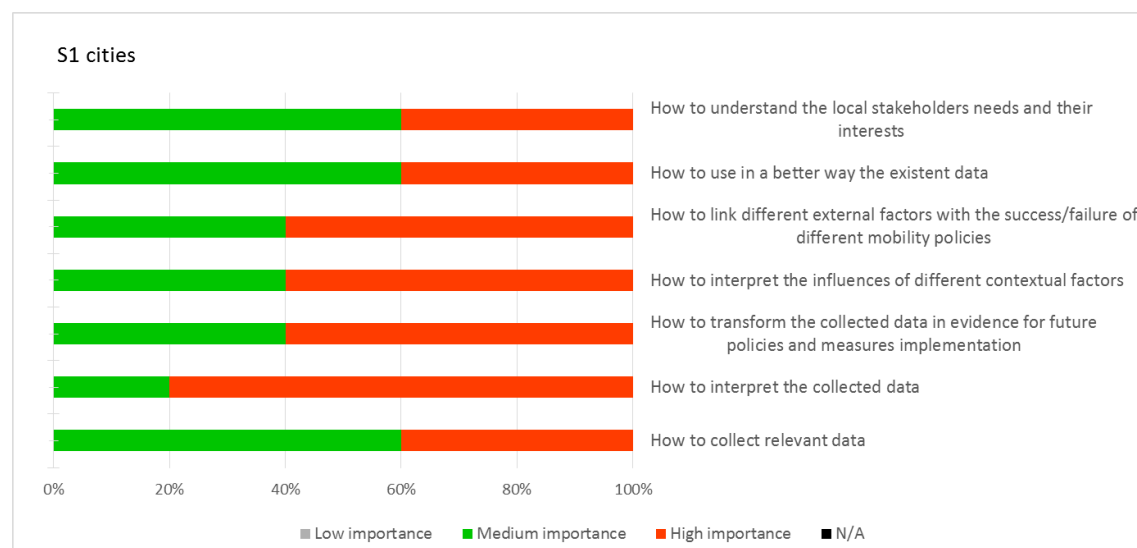
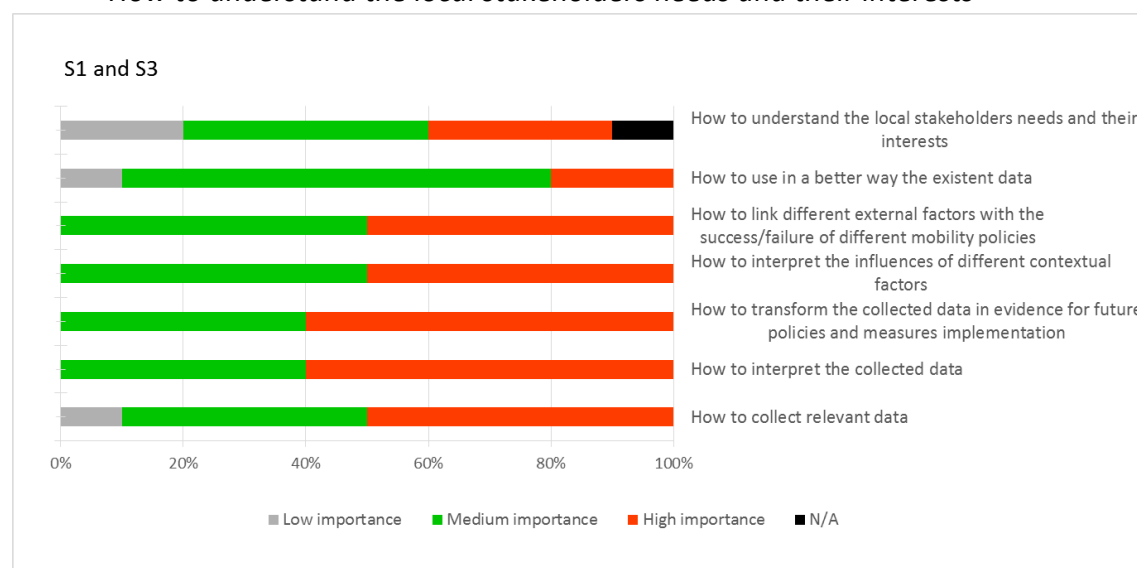
- The different deliverables produced in the project;
- The different events/meetings/workshops organised by the project;
- The mentoring exercise organised by Eurocities;
- The one-to-one discussions with different WP leaders;
- The participation to different external events (i.e. CIVITAS Forum, SUMP conference, etc.)



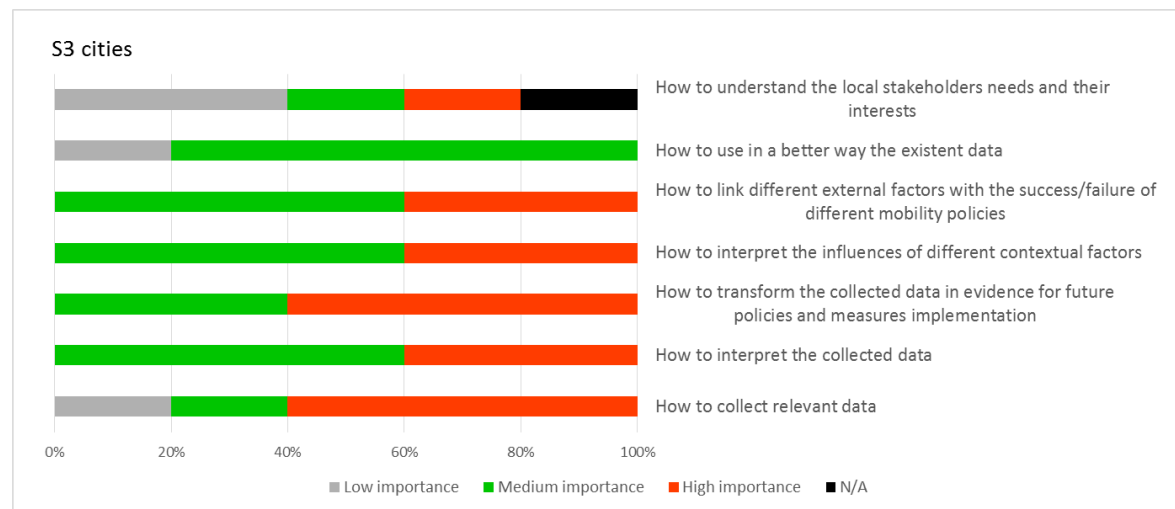
#### Question no.4

**What type of information from CREATE could be of importance to you and your city to understand how to use available or future data in a better way?**

- *How to collect relevant data*
- *How to interpret the collected data*
- *How to transform the collected data in evidence for future policies and measures implementation*
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- *How to link different external factors with the success/failure of different mobility policies*
- *How to use in a better way the existent data*
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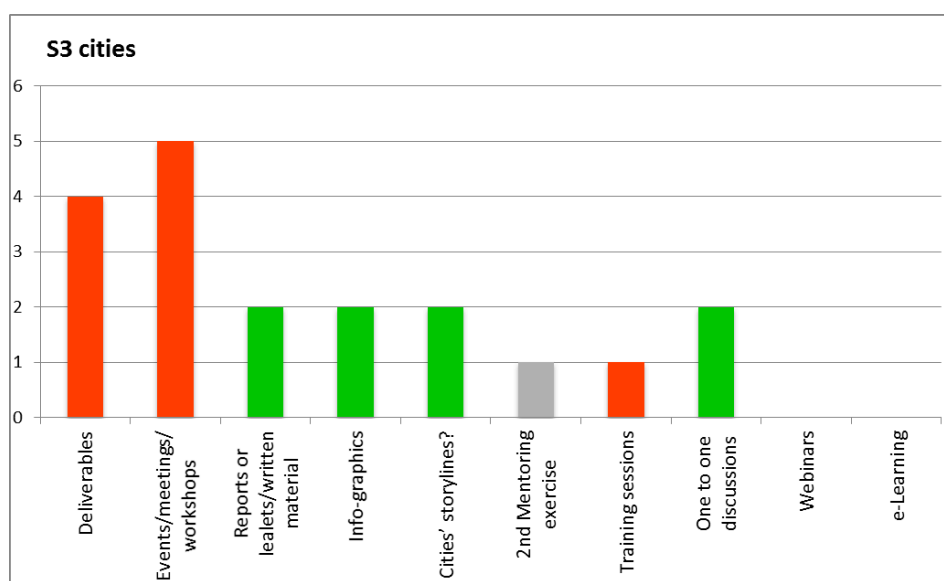
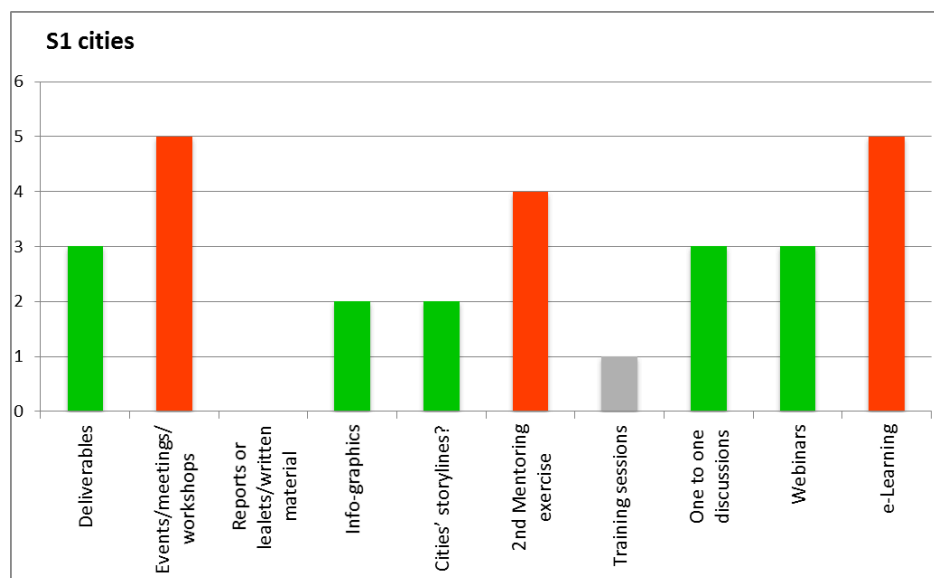
## D2.4 Stakeholders' needs assessment



### Question no.5

In what form or style would you like to receive CREATE intelligence?

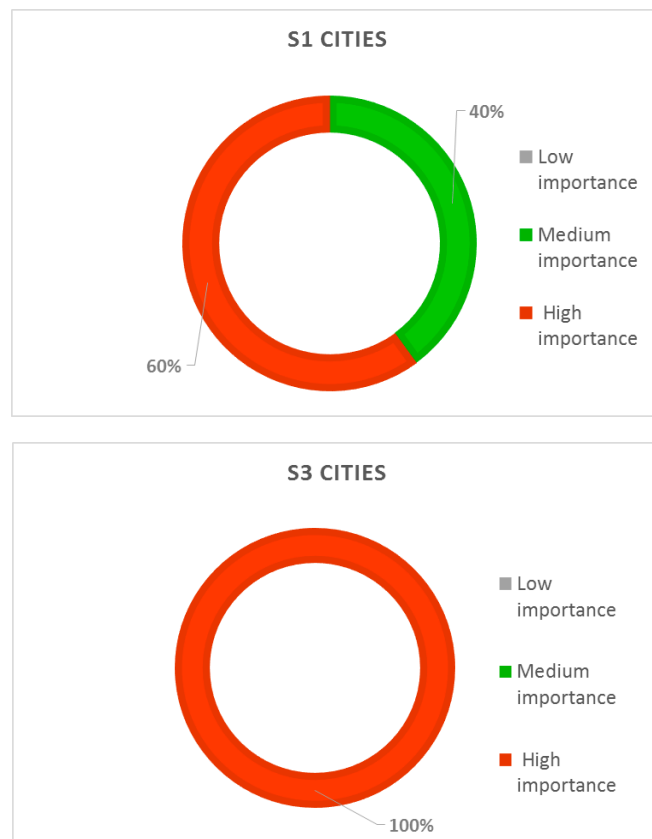
- Through the different deliverables that the project will produce;
- Through the different events/meetings/workshops that could be organised by the project;
- Through different reports or leaflets/written material?
- Through info-graphics;
- Through the cities' storylines?
- Through training sessions;
- Through one to one discussions with different WP leaders or other project partners;
- Through internet based meetings (webinars)
- Through internet based training sessions (e-learning)





**Question no.6**

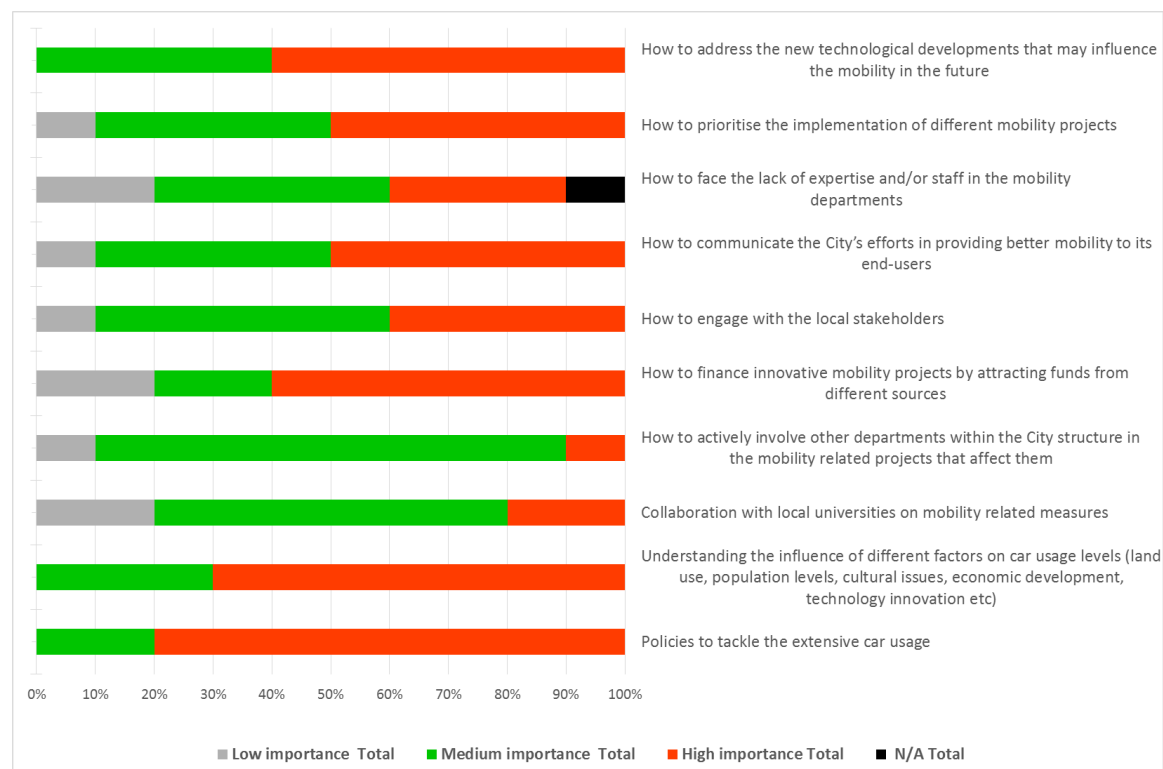
**How important is for you to understand other cities' experiences in planning and implementing sustainable mobility in your city?**



### Question no.7

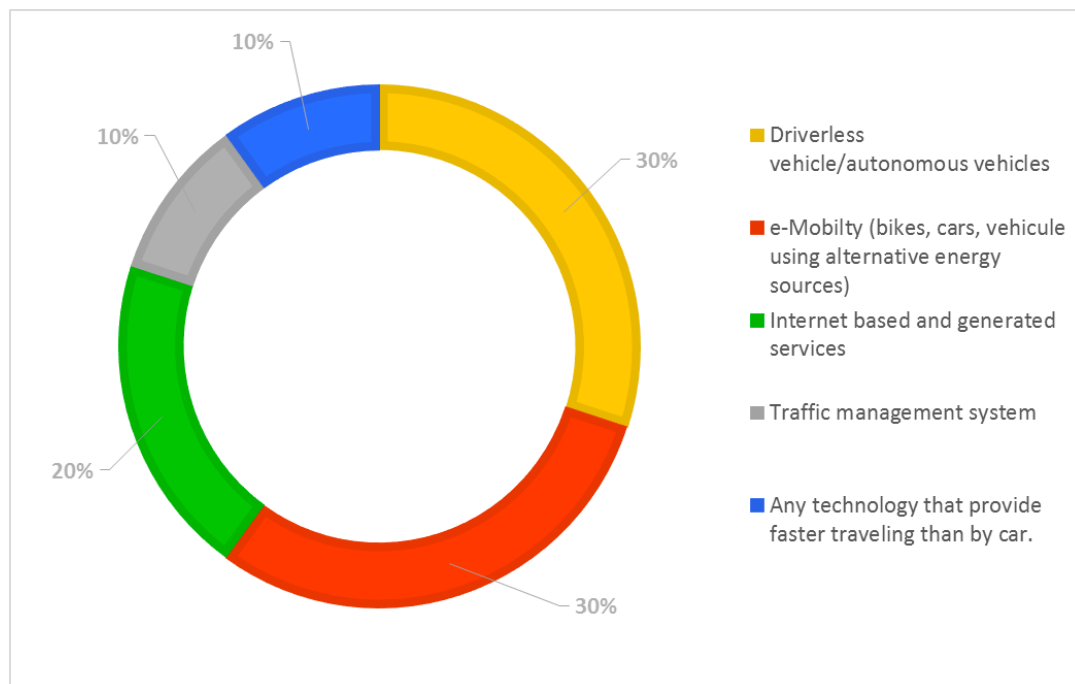
**How important is it for you to have the exchange of experience with other CREATE cities and which are the most important areas of interest?**

- *Policies to tackle the extensive car usage*
- *Understanding the influence of different factors on car usage levels (land use, population levels, cultural issues, economic development, technology innovation etc)*
- *Collaboration with local universities on mobility related measures*
- *How to actively involve other departments within the City structure in the mobility related projects that affect them*
- *How to finance innovative mobility projects by attracting funds from different sources*
- *How to engage with the local stakeholders*
- *How to communicate the City's efforts in providing better mobility to its end-users*
- *How to face the lack of expertise and/or staff in the mobility departments*
- *How to prioritise the implementation of different mobility projects*
- *How to address the new technological developments that may influence the mobility in the future*



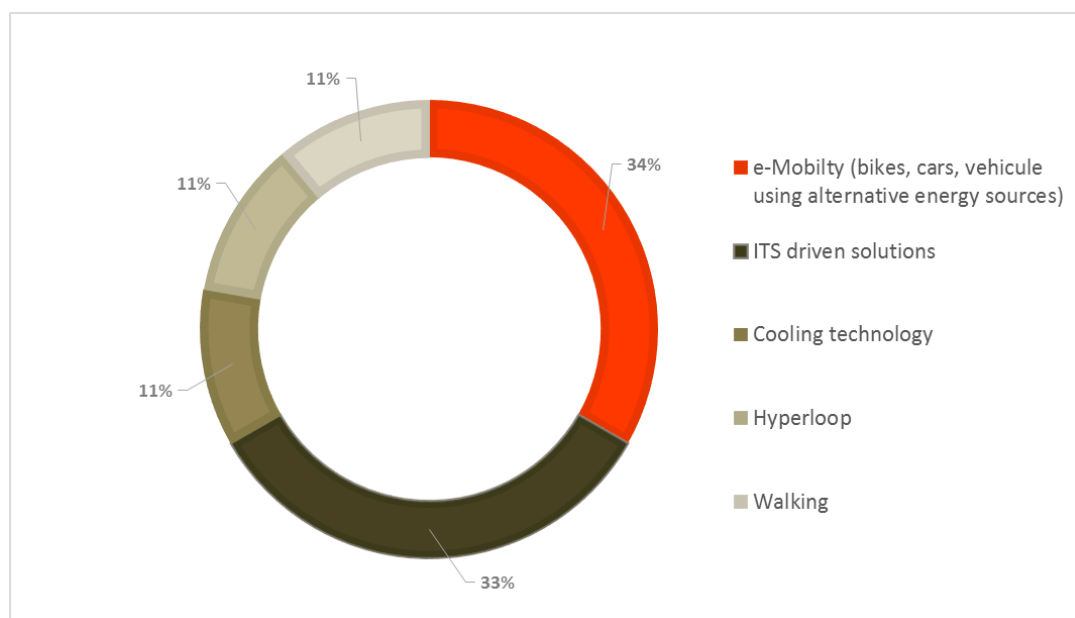
### Question no.8

If you are asked to mention a new technology that you consider that will affect massively the car usage in the future, what will you mention?



### Question no.9

What about a technology that will improve the quality of life in your city?



**Question no.10**

**Is there any new, emerging technology that you may consider a very useful addition to the tools that you are using now for mobility management?**

- *Intelligent traffic lights, reversed road tolling;*
- *Parking applications , GPS, ITS, TIS;*
- *Application of an on-line/SMS payment system, etc.; implementation of applications for survey of public transport, with real time information (taxi, public bus, trams, trolleys);*
- *V2X communication (data & information exchange);*
- *Real time information and data collection;*
- *High speed rail;*
- *App-based services and mobility on demand;*
- *Sharing / Mobility as a Service (putting together public transport, car sharing, bike sharing etc.) Could be connected to autonomous vehicles.*

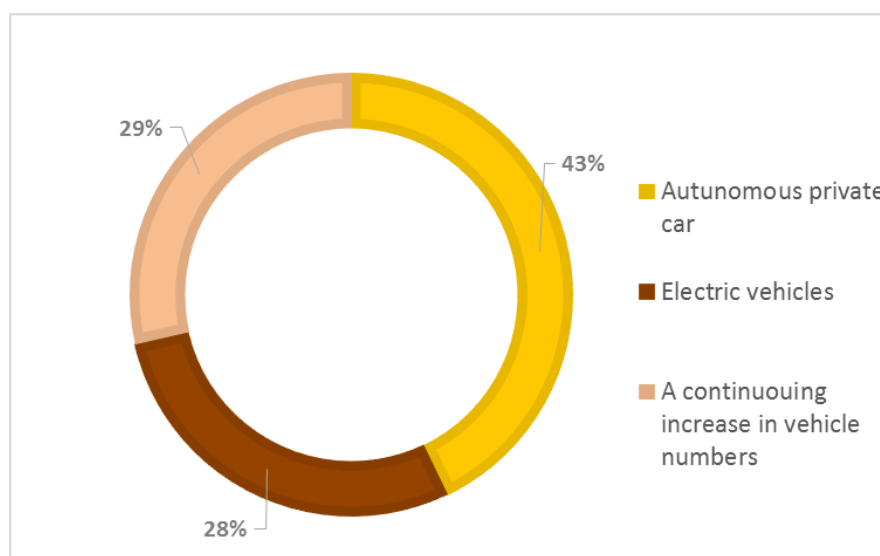
**Question no.11**

**Do you consider any of the above-mentioned technologies a useful support for new, innovative mobility strategies and policies?**



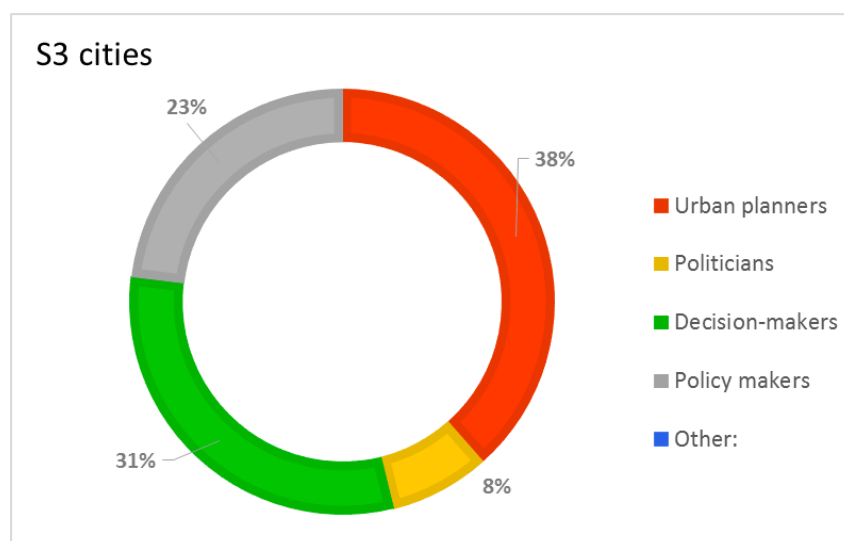
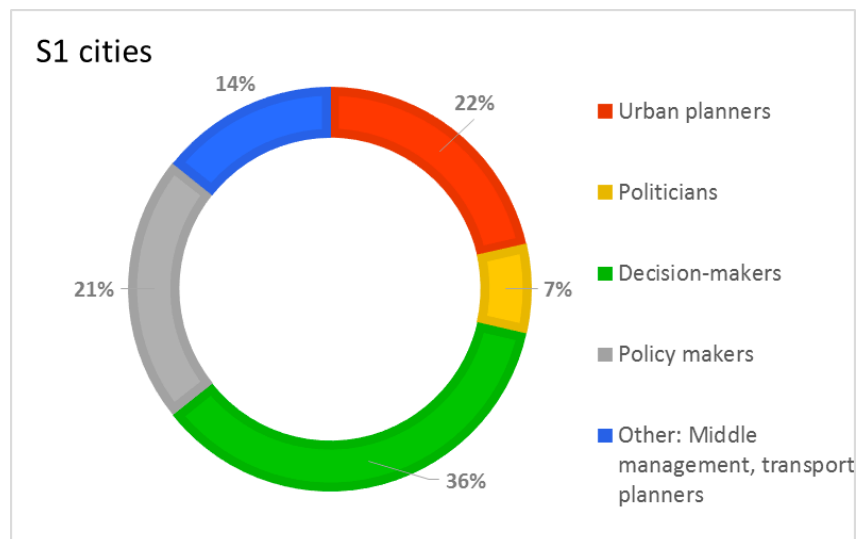
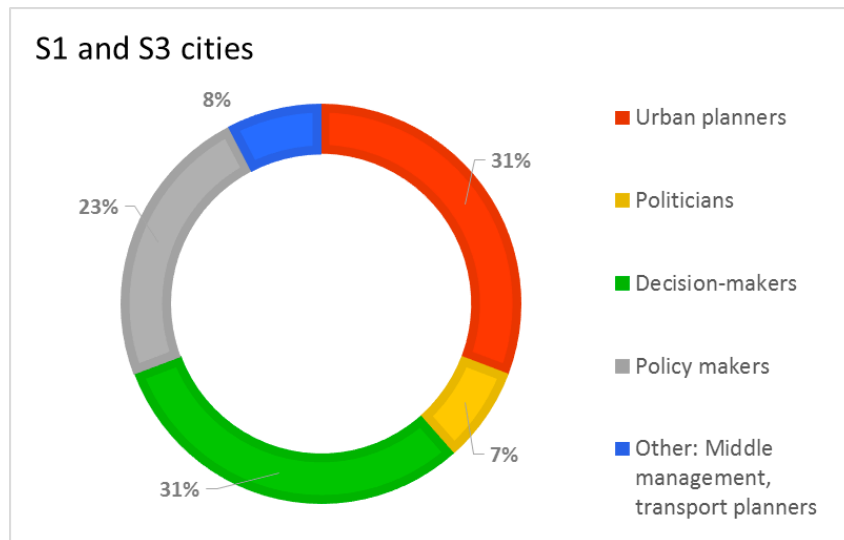
**Question no.12**

**Are there any technologies that you are aware of that could put a lot of pressure on the mobility situation in your city?**



**Question no.13**

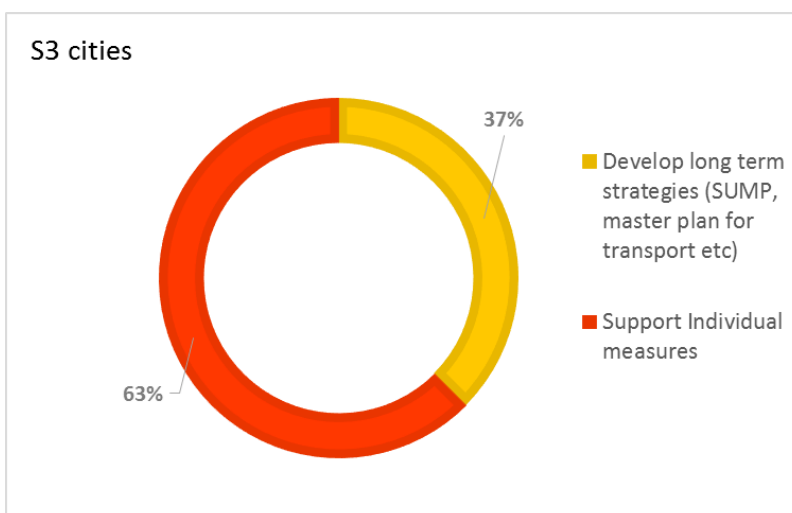
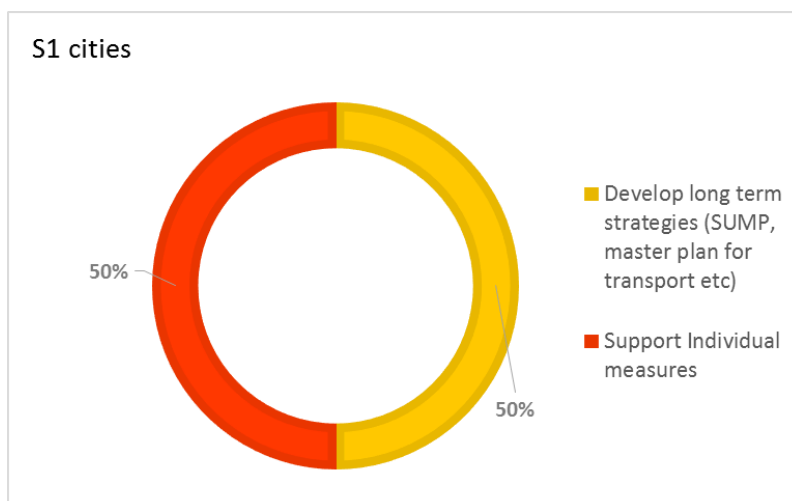
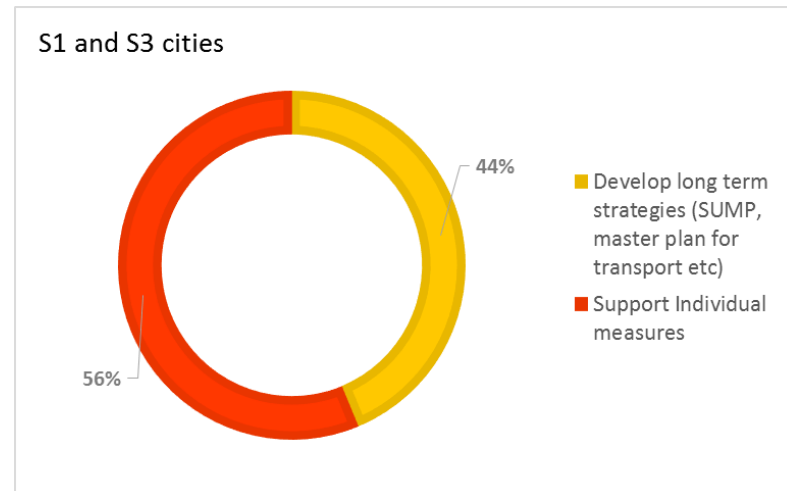
**Who in your city will use the CREATE "guidelines"?**



**Question no.14**

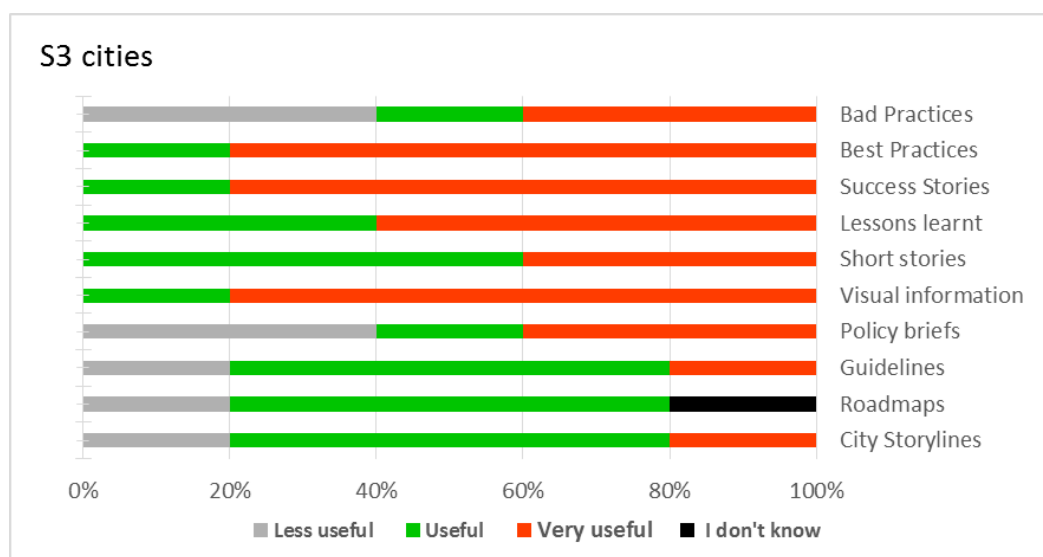
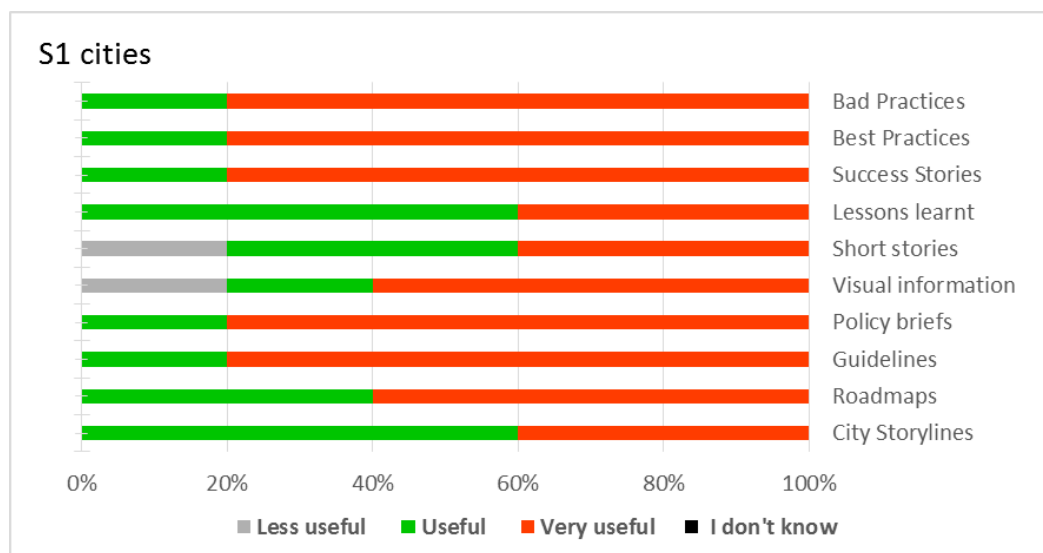
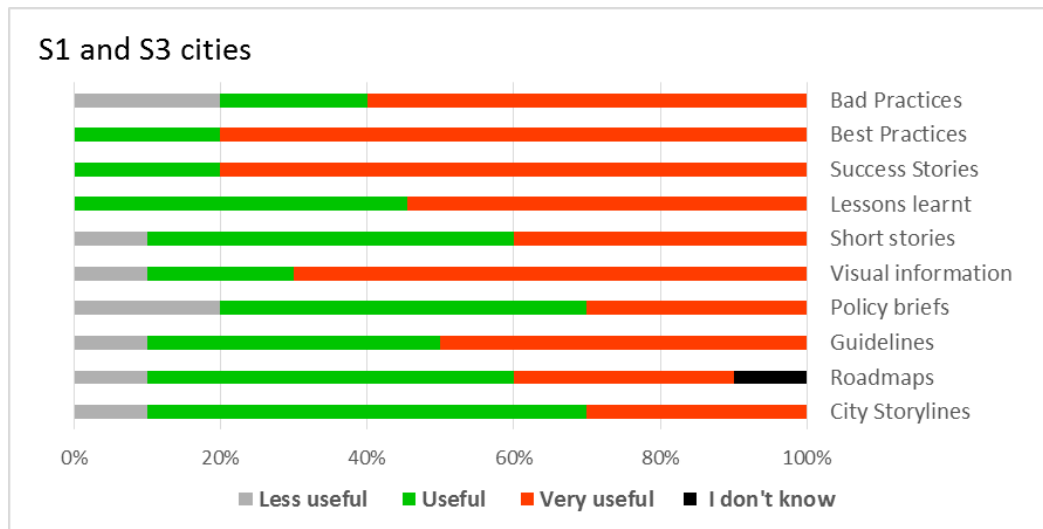
**What do you think the CREATE "guidelines" will be used for?**

- *Develop long term strategies (SUMP, master plan for transport etc)*
- *Support Individual measures*



### Question no.15

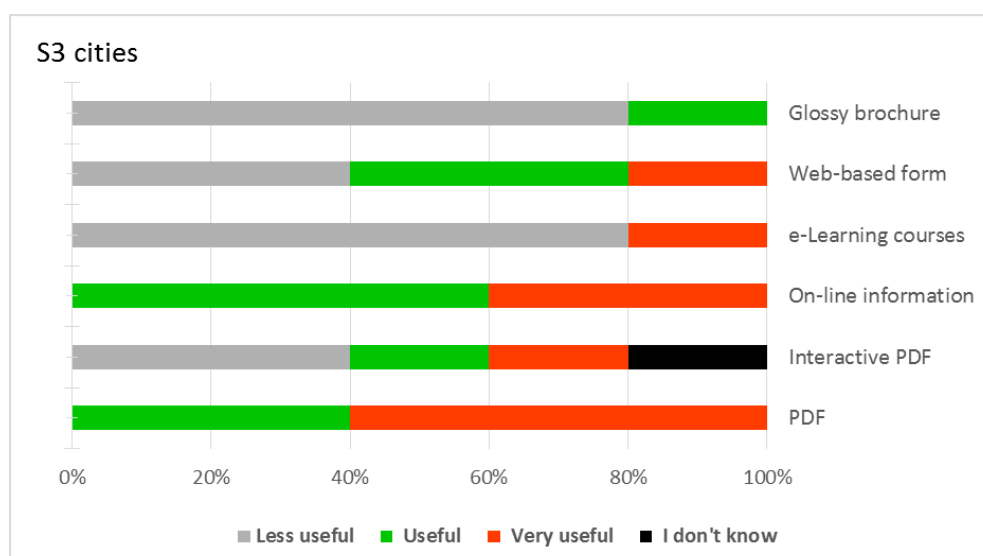
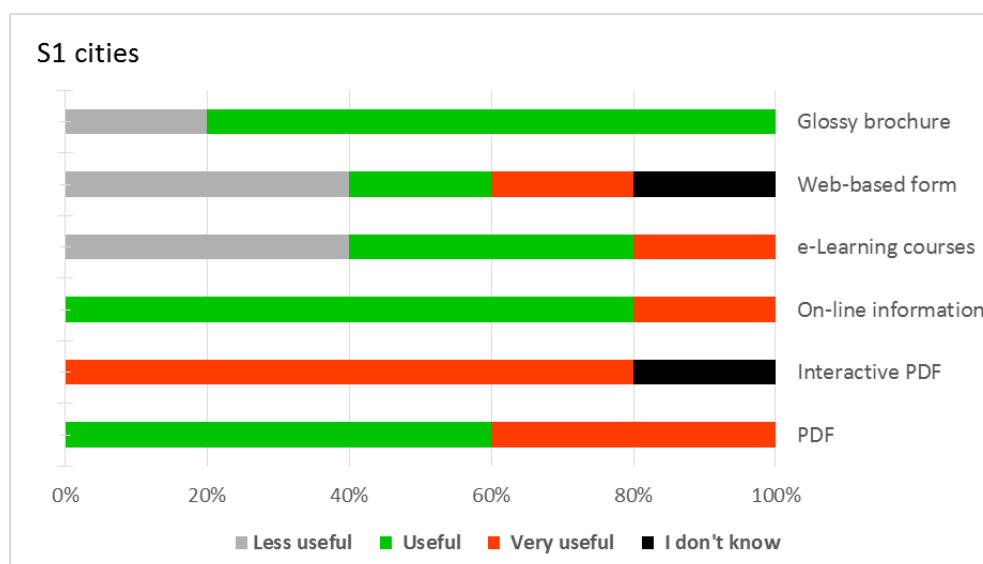
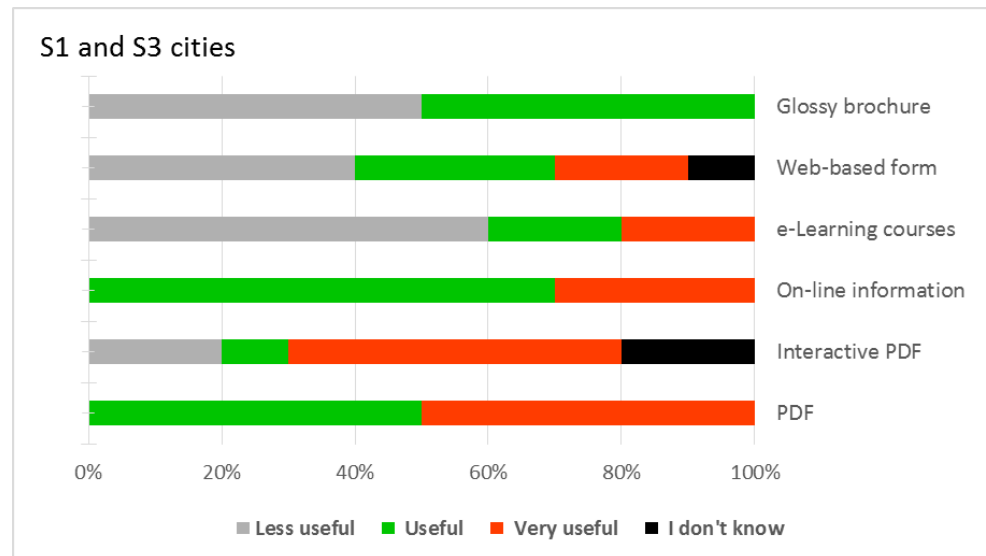
What would you like the CREATE "guidelines" to contain?





### Question no.16

What is in your opinion the best format for the "guidelines" to be produced?



### Question no.17

**How do you think that the transition from a Stage1 to a Stage 3 city can be achieved? Do you think that the new technologies will constitute barriers or factors of success in this transition?**

- *Financial instruments: charging, low emission zones, parking fares. New technologies = factors of success;*
- *New technologies are useful, the most important thing is to create public spaces in the roads and to make the roads lovable for walking and pedestrians friendly, and using the new technologies in the electric bicycles;*
- *The pass to Stage 3 City can be achieved by change of mentality; the new technologies can support this;*
- *It takes a lot of time, resources and commitment. It depends on the technology whether it will constitute a barrier or a factor of success;*
- *Push-and-Pull strategies;*
- *Budget issues and political factor will constitute barriers of success for the transition;*
- *Many opportunities - Stage 1 can also leapfrog Stage 3!*
- *I don't know, but some key issues are: The public opinion and media, which have high influence on the politicians and the decision-makers. The economic factors, cooperation between city and national level. New technologies can help, of course depending on how they are used.*

### Question no.18

**What in your view will be the characteristics of a Stage 4 city? What to the best of your knowledge are the best ways to transit from a Stage 3 to a Stage 4 city? What are your expectations in this sense?**

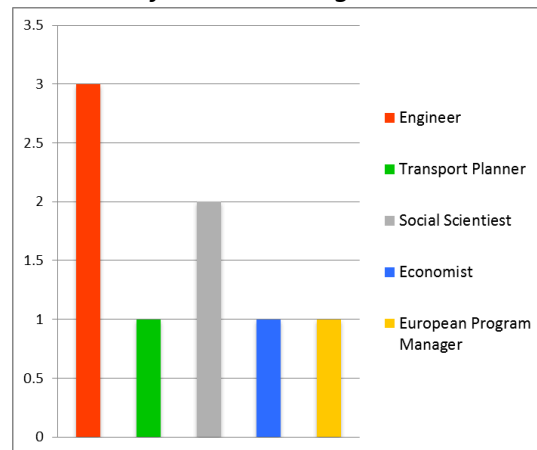
- *Electric cars, electric bikes;*
- *Creating urban models containing all mobility facilities compatible with the IT technologies;*
- *(Possible) eliminating the private motorized traffic in the city centre, for a non-pollutant and a more liveable city;*
- *It needs a change in peoples' minds and a lot of time;*
- *Integrated mobility services;*
- *No idea;*
- *Mobility to access with comfort for humans;*
- *A city where car use is seen as socially undesirable as smoking - but that is not a problem as it is almost universally accepted among the people because it is seen as the only sensible way forward. In the London case, we seem to be heading in that direction pretty spontaneously.*
- *"Stage 4 city is a liveable and attractive city with same or better mobility than today and with less cars, both driving and parked cars.*

- *Transition? To convince the public and decision makers that it is often more efficient to use urban Space for other modes of transport than cars. Maybe some better models to predict the future could help - the traditional traffic models are very much ""predict and provide"" models e.g. they predict that there will be more cars, so we expand the road Network - and tadaa - there are more cars....*
- *Further some ways to show that walking (and cycling) are equal with the car and PT as transport."*
- *Multimodal cities, all different modes of transport, but clear focus on active modes in denser areas*

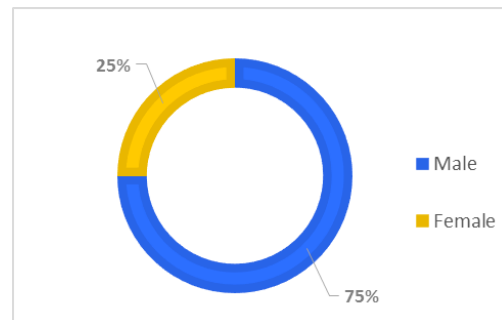
## SEG members' views at mid-point through CREATE

What is your role and experience in the project?

- *Professional background:*



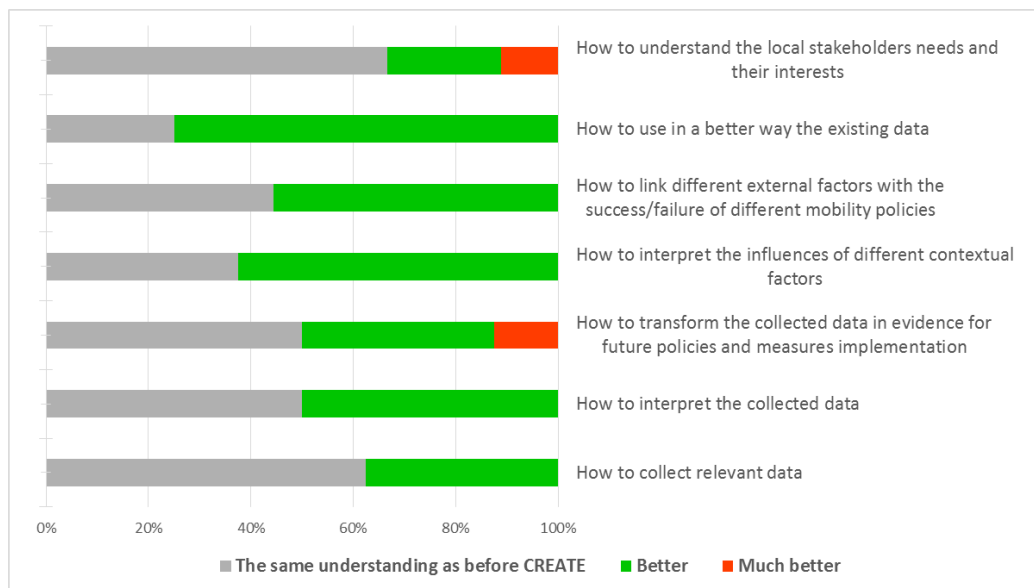
- *Gender*



### Question no. 2

At this moment in the project, do you consider that you have a better understanding of:

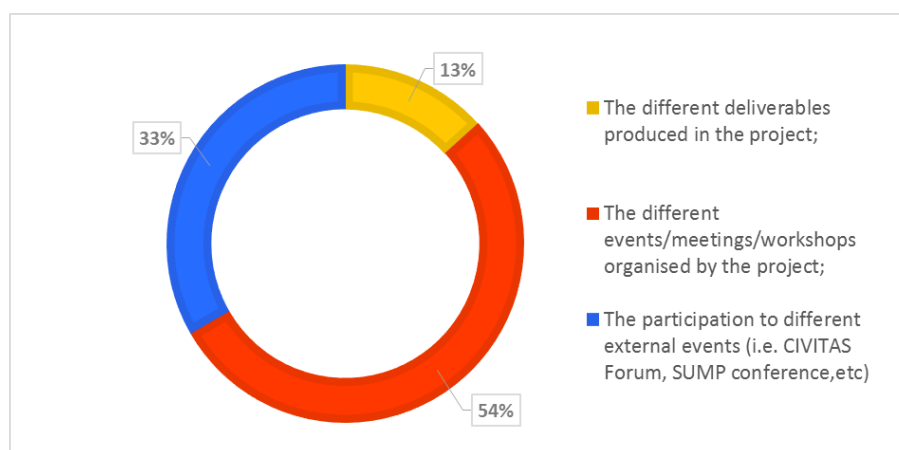
- *How to collect relevant data*
- *How to interpret the collected data*
- *How to transform the collected data in evidence for future policies and measures implementation*
- *How to interpret the influences of different contextual factors*
- *How to link different external factors with the success/failure of different mobility policies*
- *How to use in a better way the existing data*
- *How to understand the local stakeholders needs and their interests*



### Question no. 3

**How has the project influenced your understanding of how to better use the existing data collected (or to be collected) in your city? What aspects were most influential?**

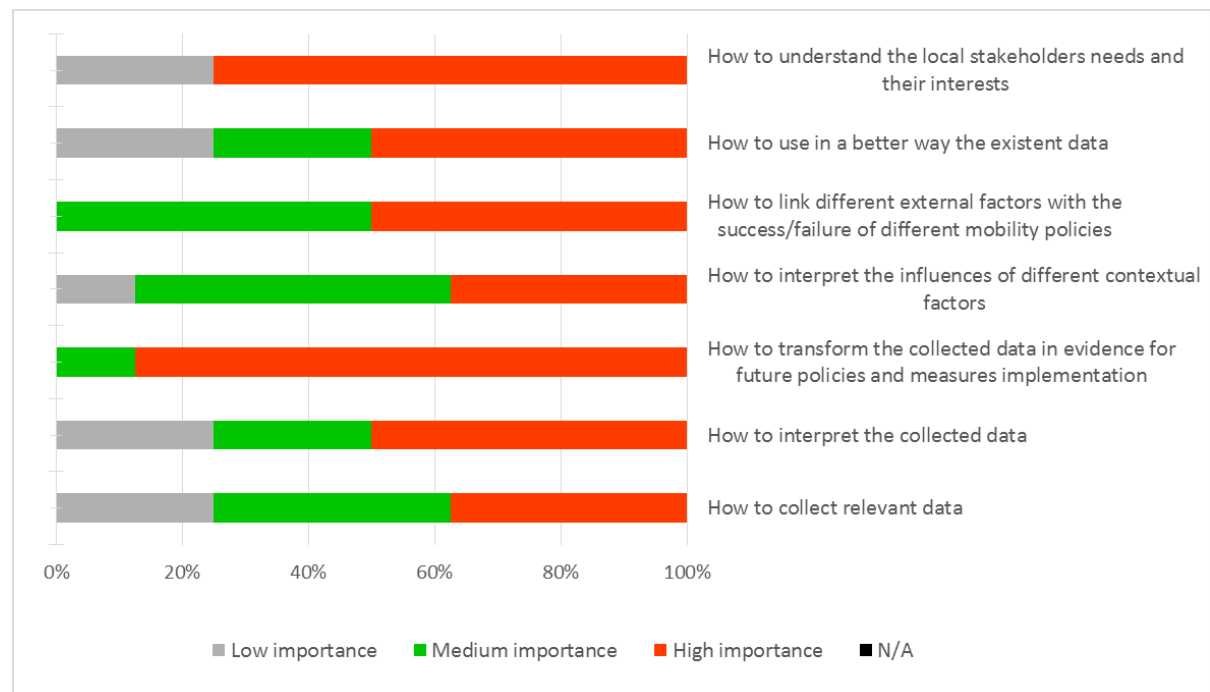
- *The different deliverables produced in the project;*
- *The different events/meetings/workshops organised by the project;*
- *The one-to-one discussions with different CREATE representatives;*
- *The participation to different external events (i.e. CIVITAS Forum, SUMP conference, etc)*



#### Question no. 4

**What type of information from CREATE could be of importance to you and your city to understand how to use available or future data in a better way?**

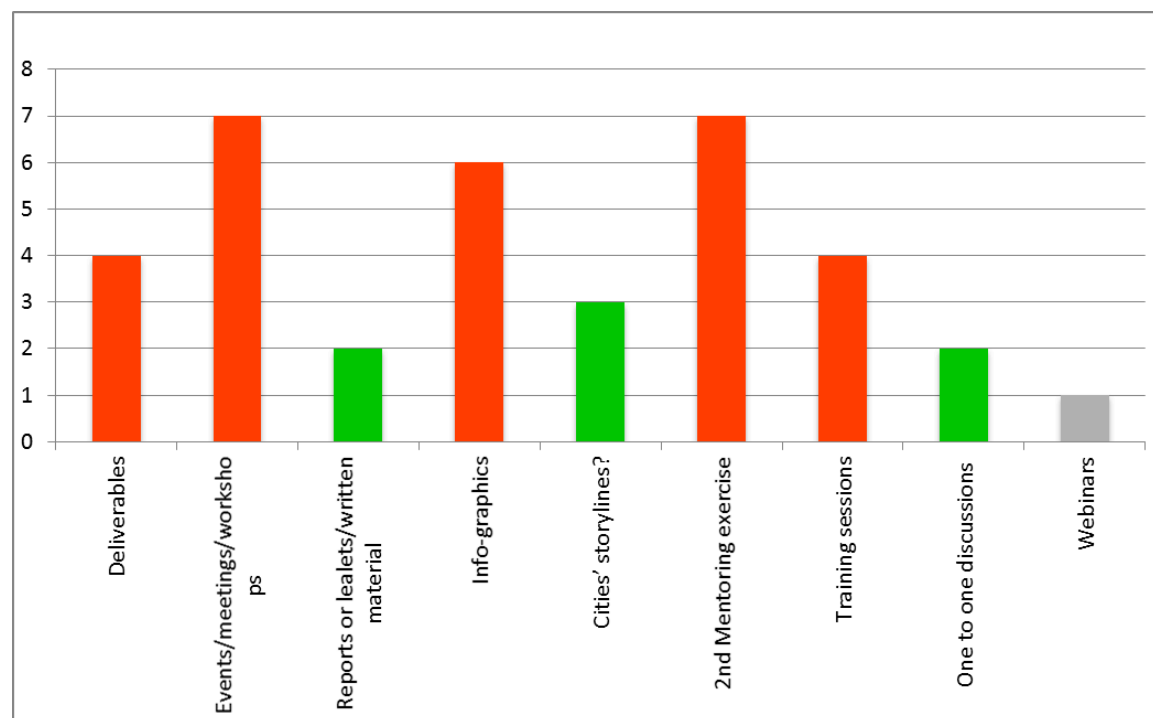
- *How to collect relevant data*
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### Question no. 5

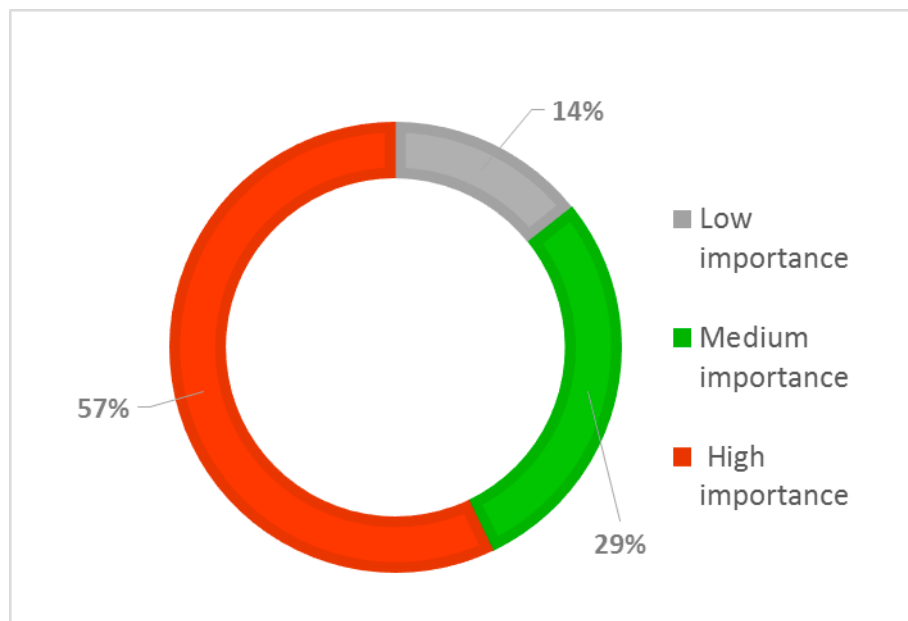
In what form or style you would like to receive CREATE intelligence?

- Through the different deliverables that the project will produce;
- Through the different events/meetings/workshops that could be organised by the project;
- Through different reports or leaflets/written material?
- Through info-graphics;
- Through the cities' storylines?
- Through training sessions;
- Through one to one discussions with different project partners;
- Through internet based meetings (webinars )
- Through internet based training sessions (e-learning)



**Question no. 6**

**How important is for you to understand other cities' experiences in planning and implementing sustainable mobility in your city**

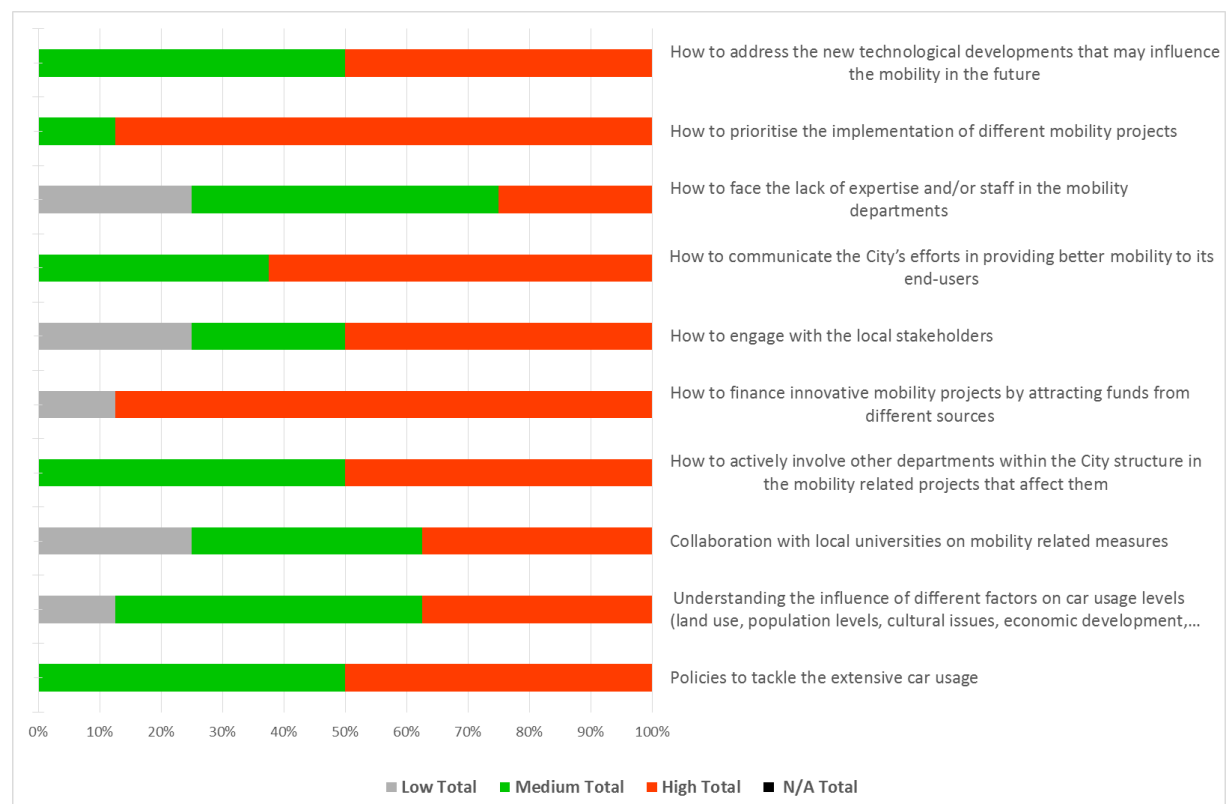




### Question no. 7

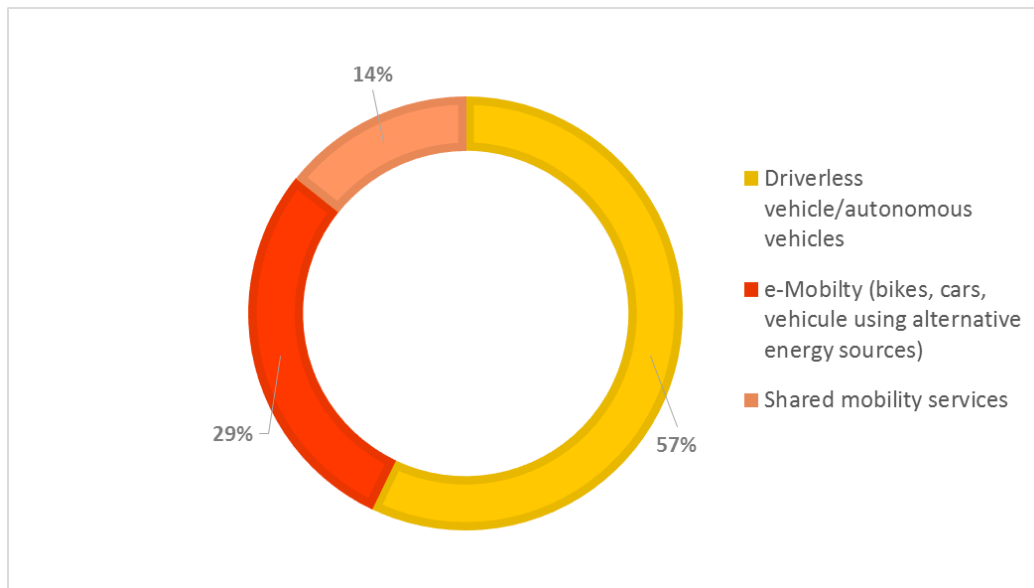
**How important is it for you to have the exchange of experience with other CREATE cities and which are the most important areas of interest?**

- *Policies to tackle the extensive car usage*
- *Understanding the influence of different factors on car usage levels (land use, population levels, cultural issues, economic development, technology innovation etc)*
- *Collaboration with local universities on mobility related measures*
- *How to actively involve other departments within the City structure in the mobility related projects that affect them*
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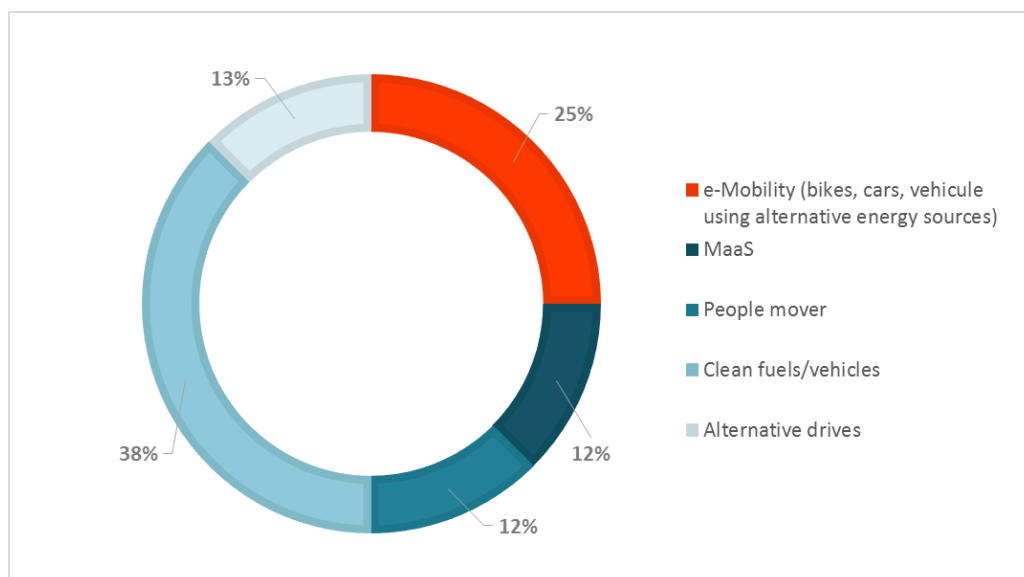
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**Question no. 9**

**What about a technology that will improve the quality of life in your city?**



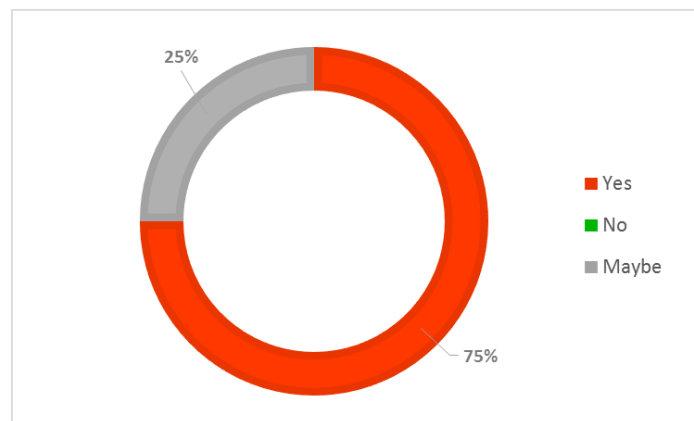
### Question no. 10

Is there any new, emerging technology that you may consider a very useful addition to the tools that you are using now for mobility management?

- *Sensors on air quality and noise, generating an easy overview of these measurements and translating this into impact on health and money;*
- *Real time and GPS specified data from ALL mobilists (pedestrians, bikers, PT and car users);*
- *Big data and artificial intelligence;*
- *MaaS;*
- *Open Data management, Internet of Things;*

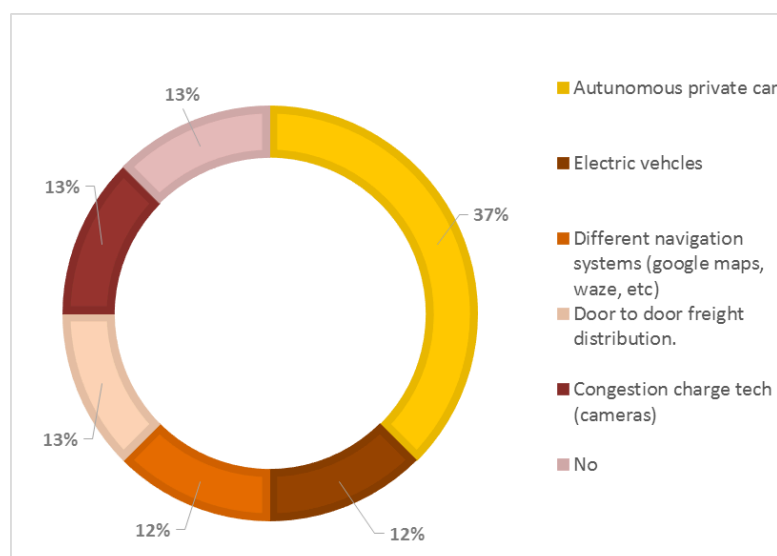
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Do you consider any of the above-mentioned technologies a useful support for new, innovative mobility strategies and policies?



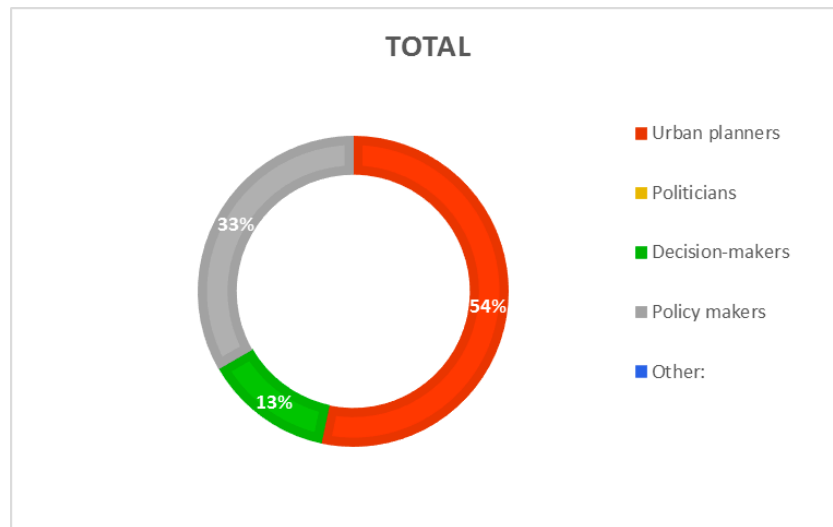
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Are there any technologies that you are aware of that could put a lot of pressure on the mobility situation in your city?



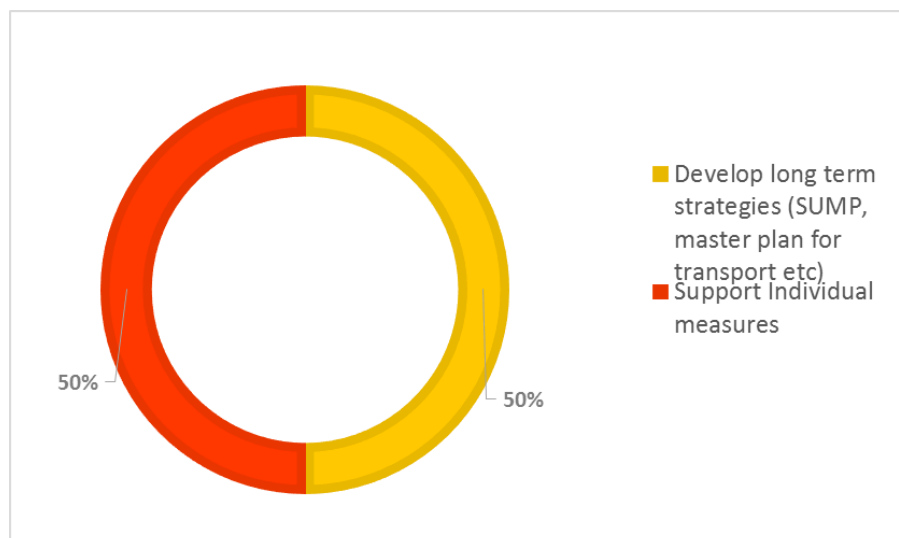
**Question no. 13**

**Who in your city will use the CREATE "guidelines"?**



**Question no. 14**

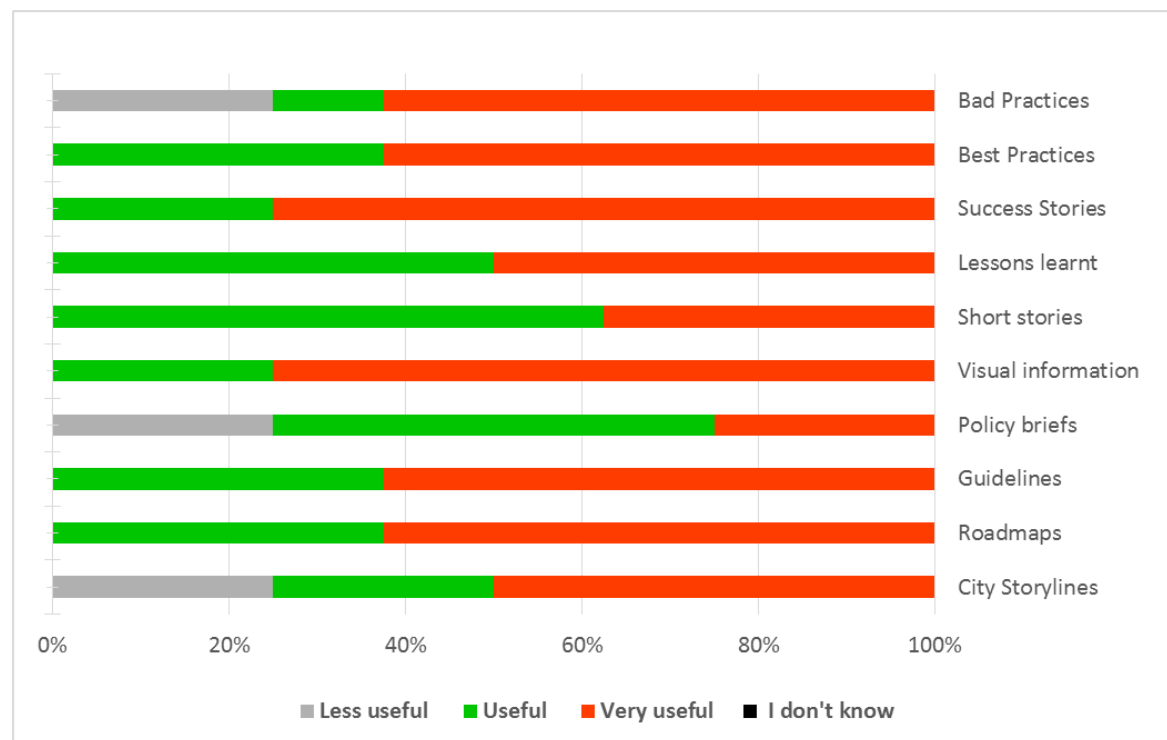
**What do you think the CREATE "guidelines" will be used for?**



### Question no. 15

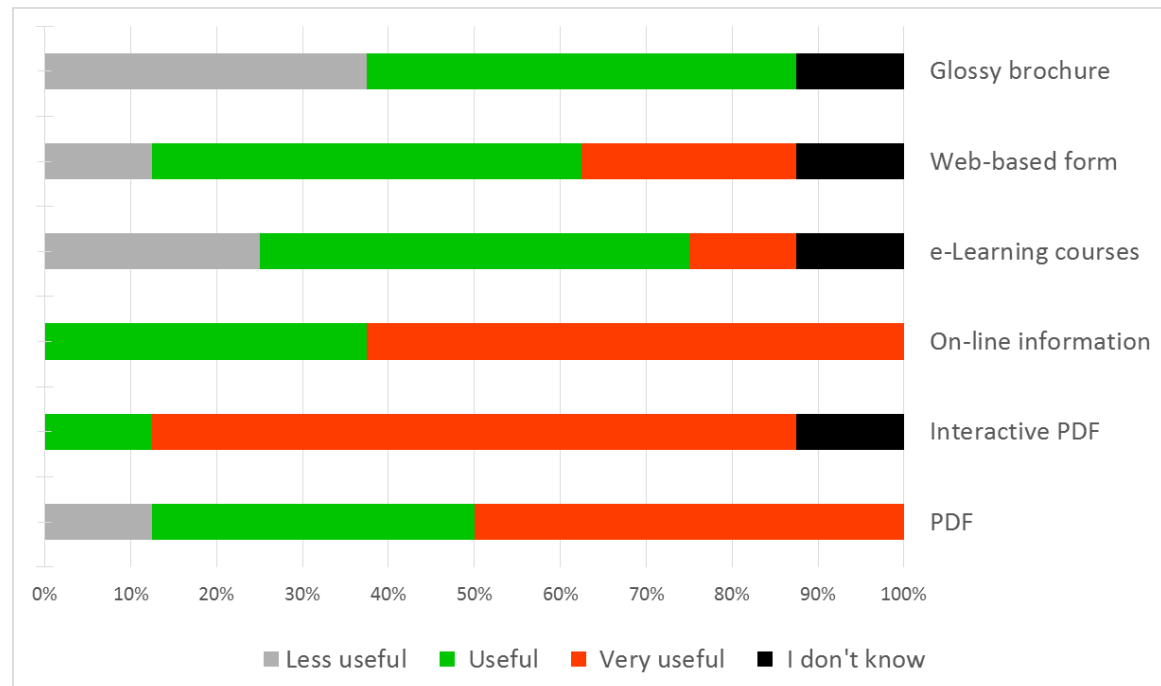
What would you like the CREATE "guidelines" to contain?

- *City Storylines*
- *Roadmaps*
- *Guidelines*
- *Policy briefs*
- *Visual information*
- *Short stories*
- *Lessons learnt*
- *Success Stories*
- *Best Practices*
- *Bad Practices*



### Question no. 16

What is in your opinion the best format for the "guidelines" to be produced?



### Question no. 17

How do you think that the transition from a Stage1 to a Stage 3 city can be achieved? Do you think that the new technologies will constitute barriers or factors of success in this transition?

- Awareness and insight in impact of growing car use in a concrete, local situation as well as the local solution for this;
- As always with new Technologies they can be both, it depends on whether the right decisions and the right restrictions are made and taken along the process.
- New technologies are a good opportunity to accelerate this transition;
- MaaS can be a positive driver, driverless cars can be both good and bad. They might even lead to a return to stage 1 in a way.
- By following policies over a 4 year election period.
- Factor of success.

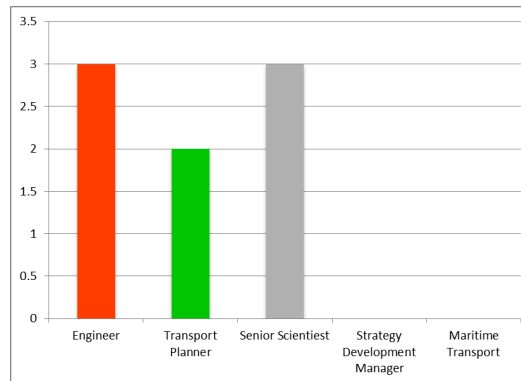
**Question no. 18**

**What in your view will be the characteristics of a Stage 4 city? What to the best of your knowledge are the best ways to transit from a Stage 3 to a Stage 4 city? What are your expectations in this sense?**

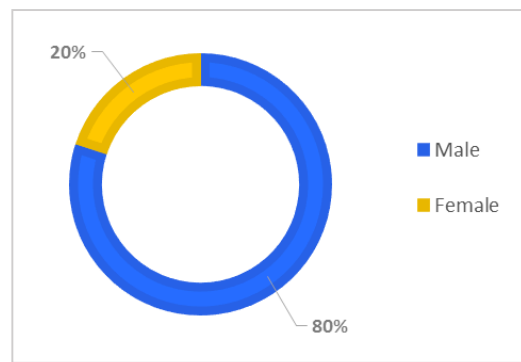
- *My wish is be a zero emission, zero accident and good quality of life city. At the same time a city with good accessibility for people, freight and enterprises and with a strong economy. Stage 4 will be to achieve this balance.*
- *Stage 4 cities could be the ones with a comprehensive approach of mobility challenges and achieved goals in current SUMPs with a prospective vision for the next decade.*
- *Stage 4 cities should be liveable places, where the existing infrastructure and space is shared in an optimal way, most probably differentiated in time and space (helped by ITS solutions). Clear zones will be guiding locals and visitors.*
- *Smart and sustainable mobility as a main principle in the city's policy resulting to higher quality of life, balance between all mobility modes.*

### 3<sup>rd</sup> Wave – Projecting expectations

*Professional background:*



*Gender*

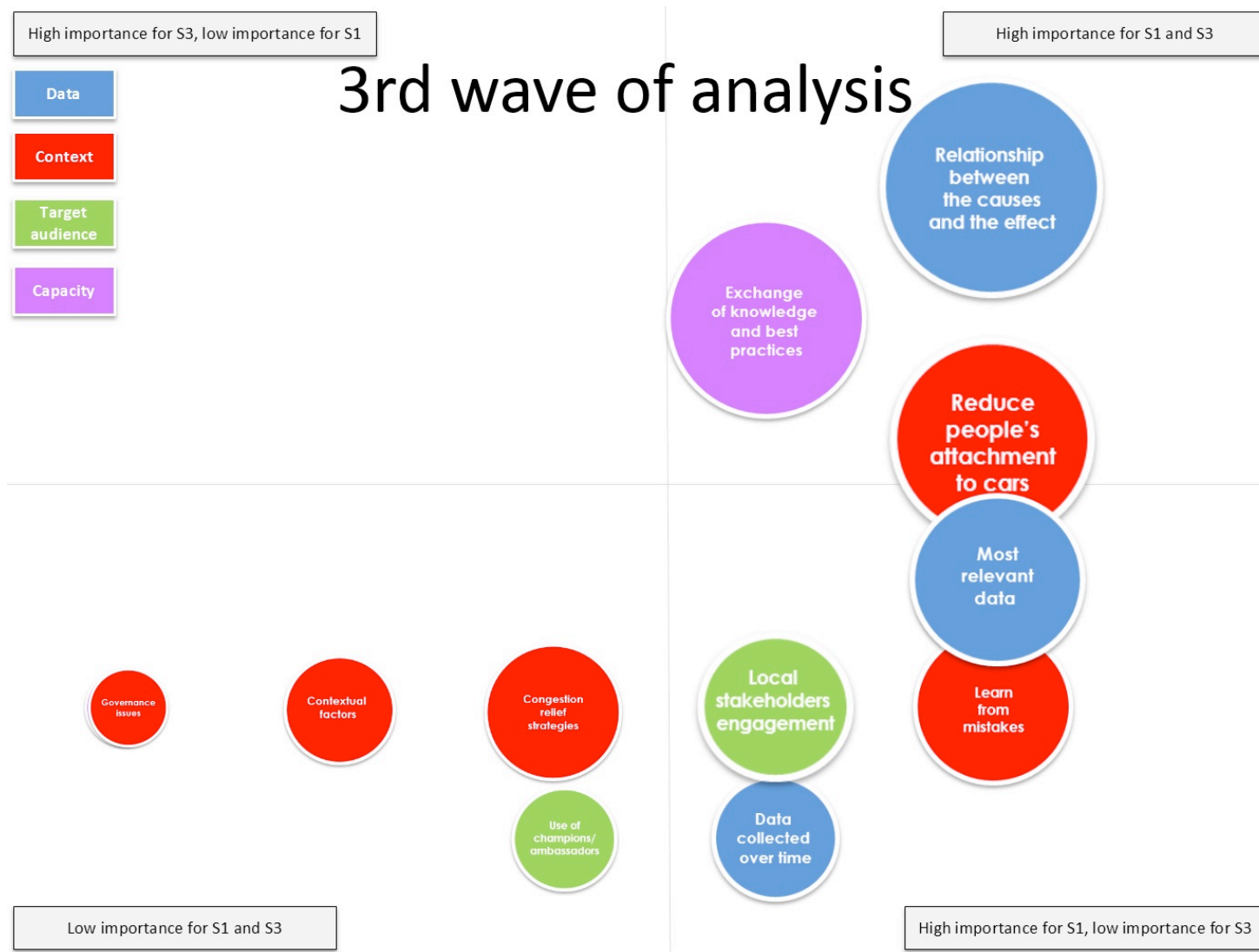


#### Question no.1

Please, tick the areas where you would still like more information, even after the project finishes:

- *Understanding which is the most relevant data and how to collect it*
- *The necessity to collect data over time*
- *The relationship between the causes and the effects of different policies to reduce car use*
- *How to reduce people's attachment to cars?*
- *What are the main governance issues?*
- *How to cope with the increasing levels of growing population?*
- *What are the main contextual factors to take into account?*
- *How to cope with increasing levels of young people living in cities?*
- *How to learn from mistakes (others and ourselves)?*
- *What are the best congestion relief strategies to adopt?*
- *How to use champions/ambassadors?*
- *How to improve the local stakeholder's engagement?*
- *How to deal when having limited capacity?*
- *A major interest in exchanging knowledge and best practices with other cities*

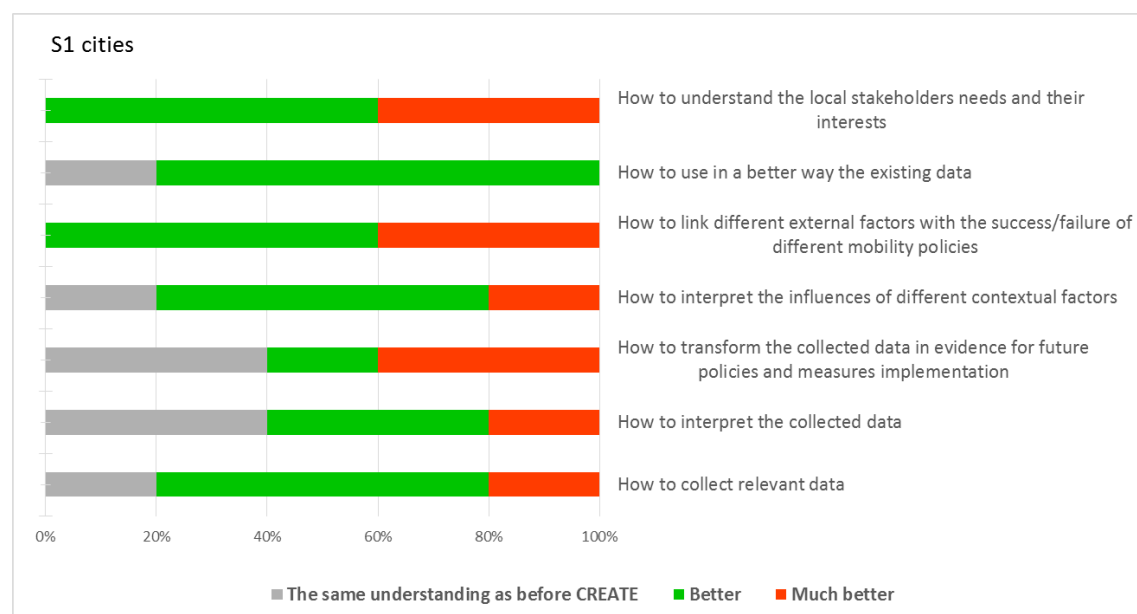
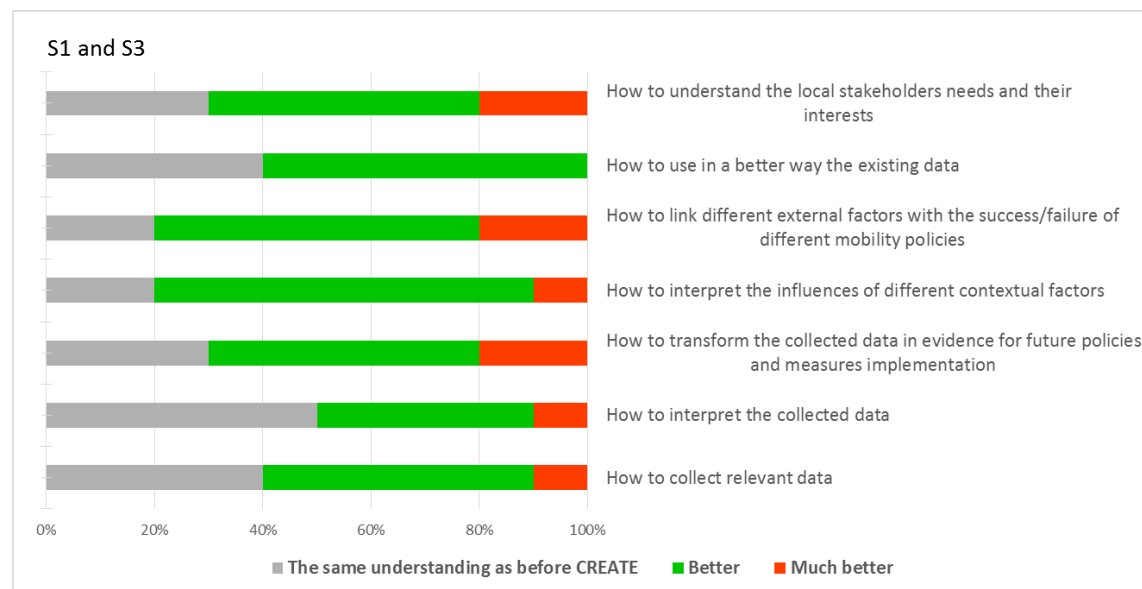




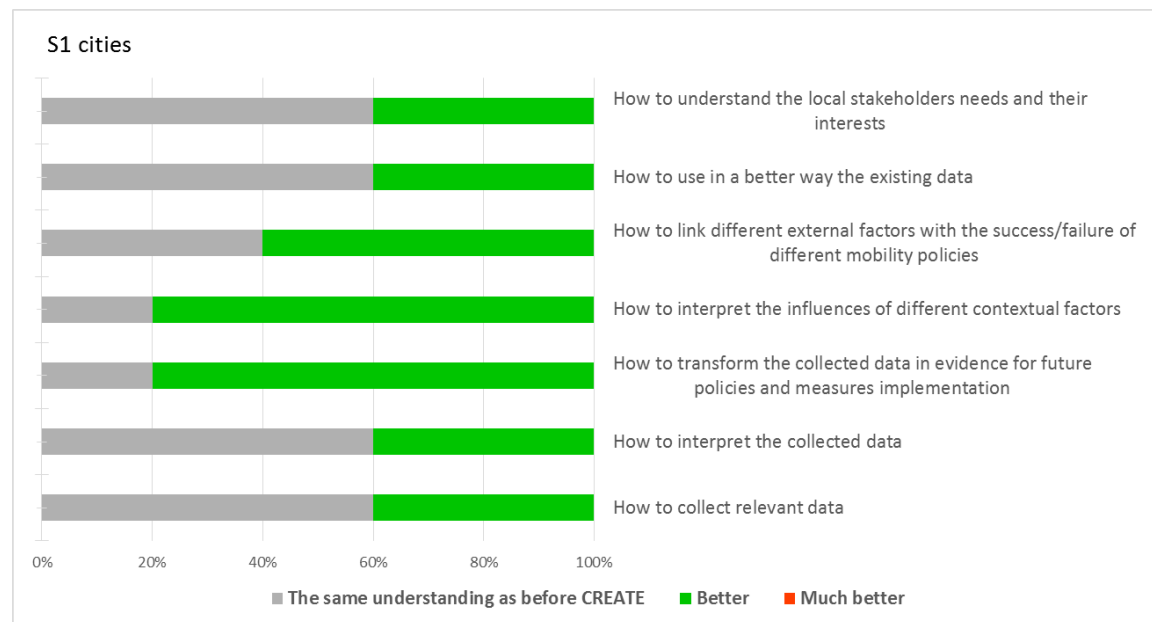
## Question no.2

At the end of the project, do you consider that you have a better understanding of:

- *How to collect relevant data*
- *How to interpret the collected data*
- *How to transform the collected data in evidence for future policies and measures implementation*
- *How to interpret the influences of different contextual factors*
- *How to link different external factors with the success/failure of different mobility policies*
- *How to use in a better way the existing data*
- *How to understand the local stakeholders needs and their interests*

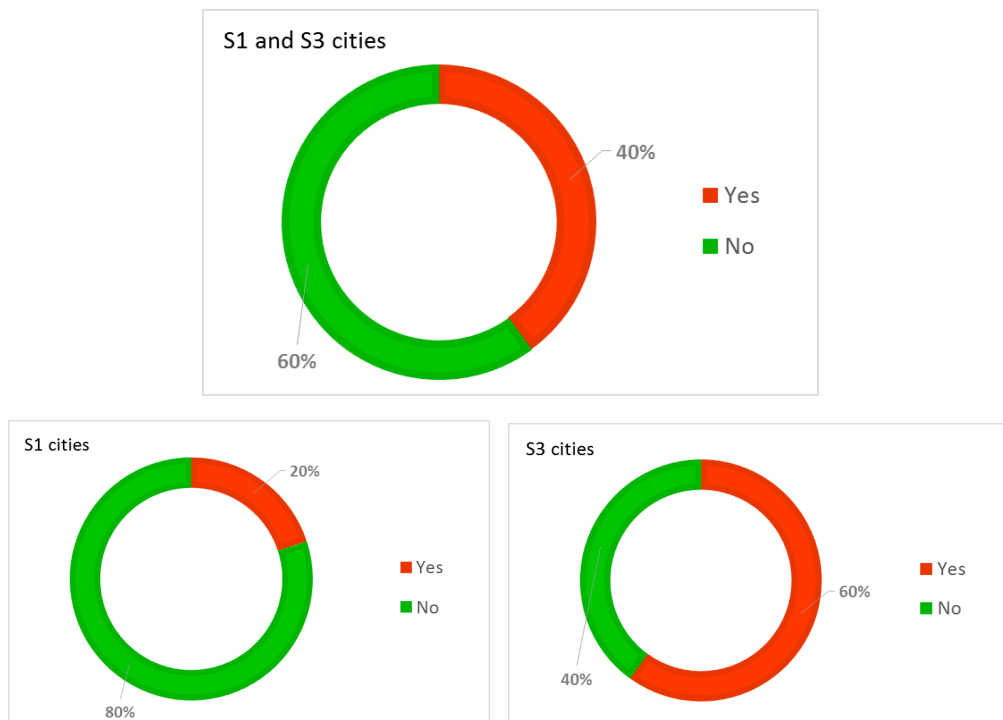


## D2.4 Stakeholders' needs assessment



**Question no.3**

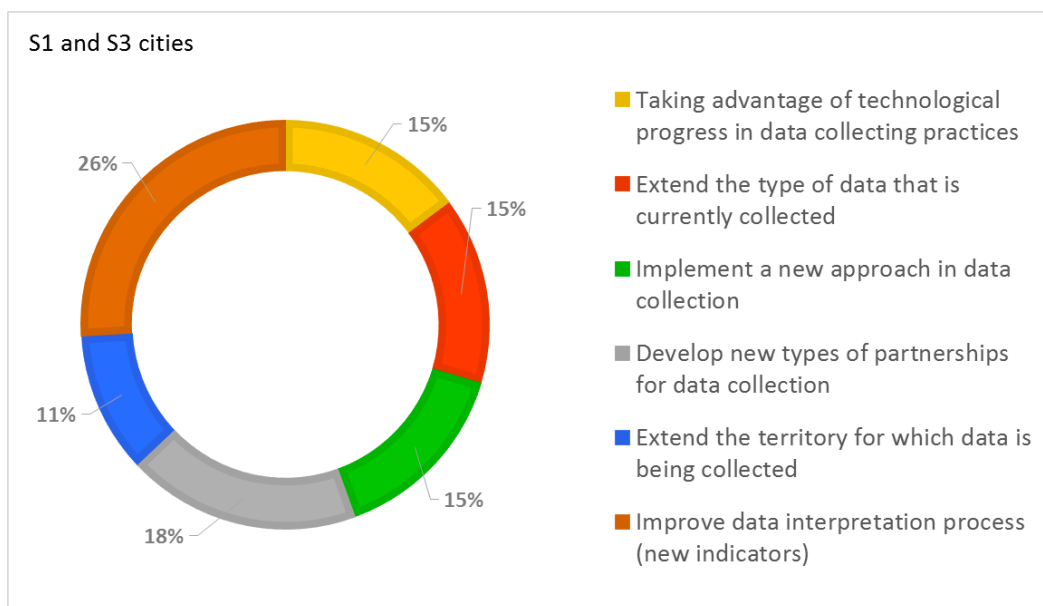
**Since the beginning of the project, has there been any change in the way you collect data and interpret it?**



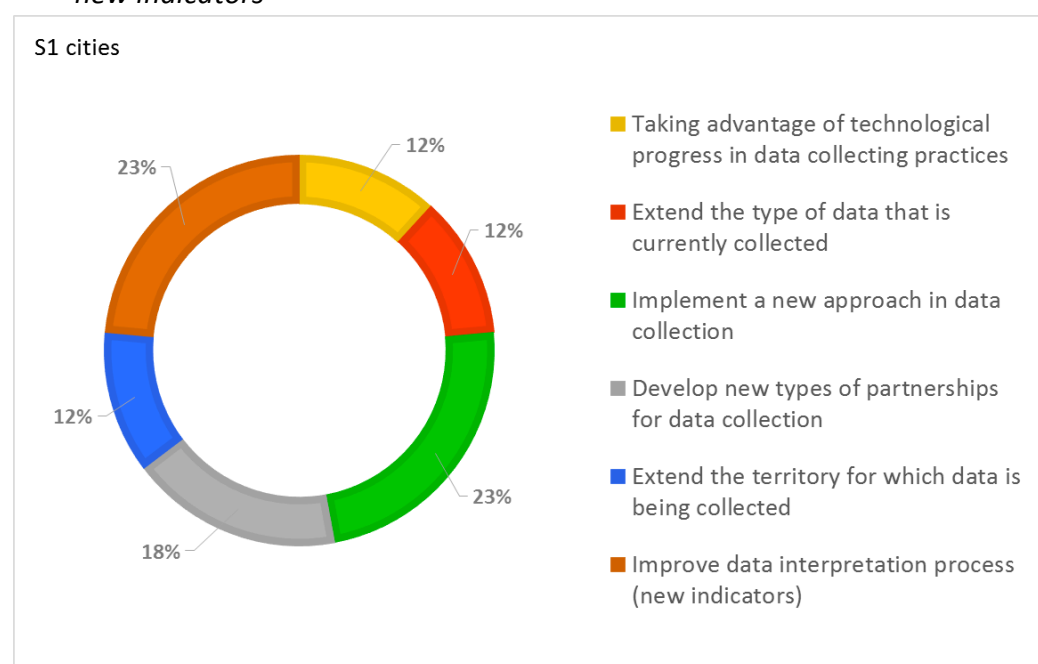
#### Question no.4

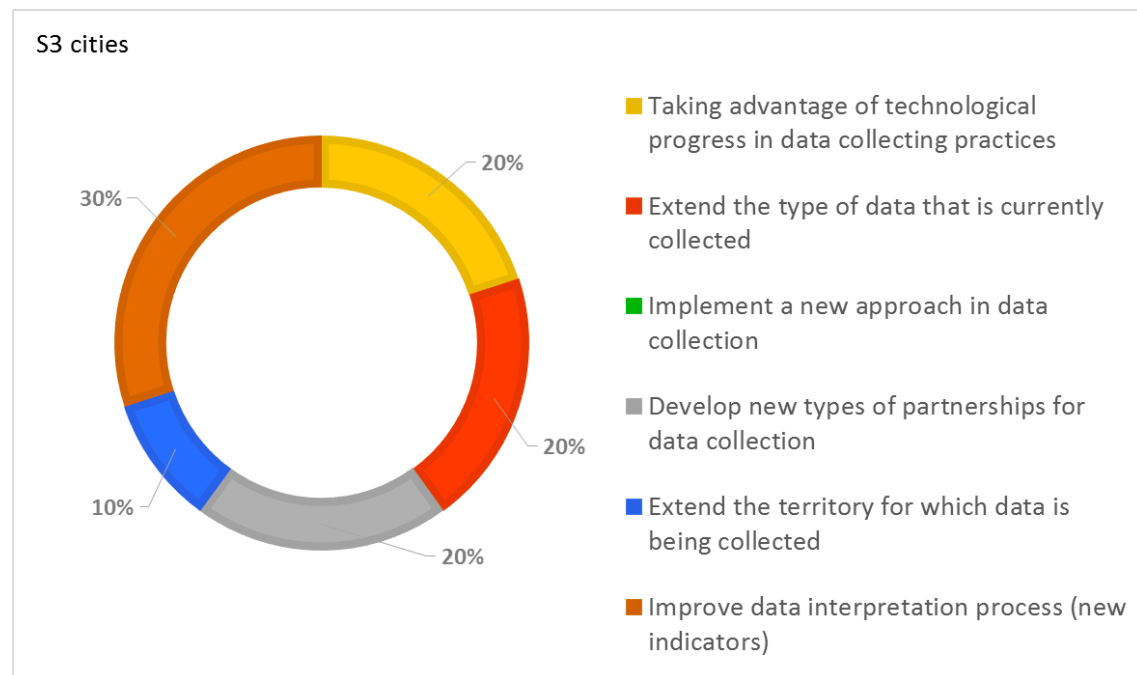
Based on the information received from CREATE, what are the main changes regarding data collection and interpretation that you are going to implement in your city?

- *Implement a new approach in data collection*
- *Extend the type of data that is currently collected*
- *Develop new types of partnerships for data collection*
- *Taking advantage of technological progress in data collecting practices*
- *Extend the territory for which data is being collected*
- *Improve data interpretation process (new indicators)*



- *Others, please mention: Scenario planning will facilitate the development of new indicators*





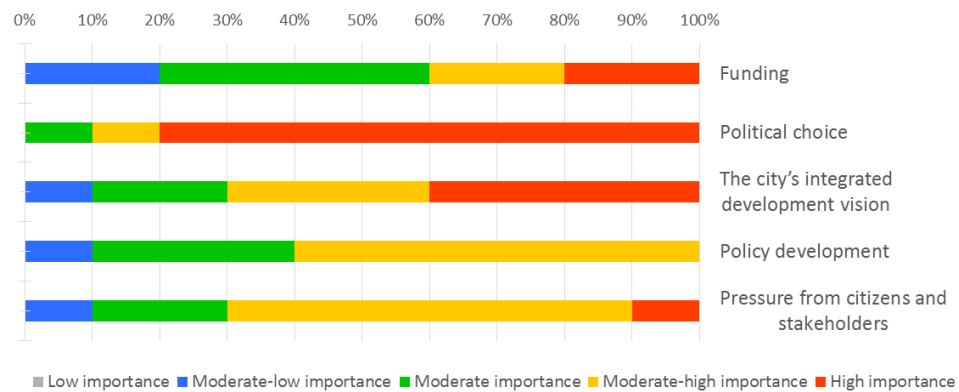
- *Others, please mention: Scenario planning will facilitate the development of new indicators*

### Question no.5

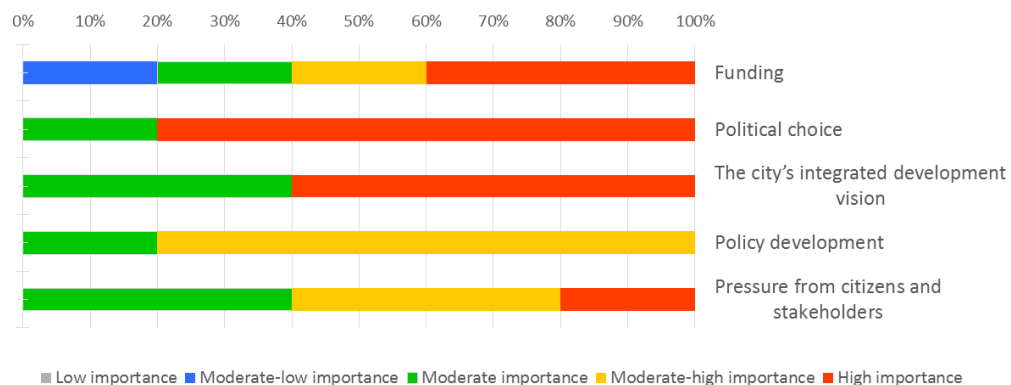
In your view, is the transition from a policy stage to another dependent more on:

- *Funding*
- *Political choice*
- *The city's integrated development vision*
- *Policy development*
- *Pressure from citizens and stakeholders*

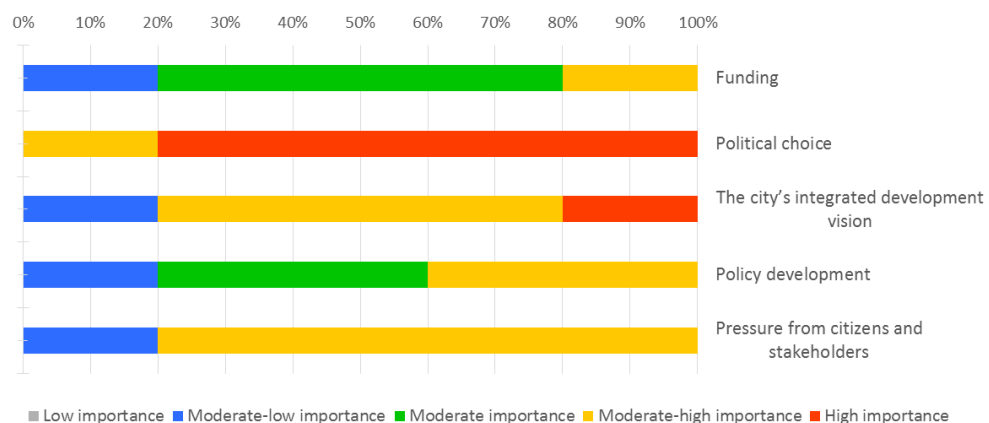
S1 and S3 cities



S1 cities

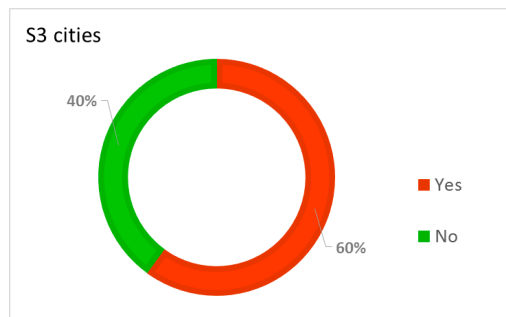
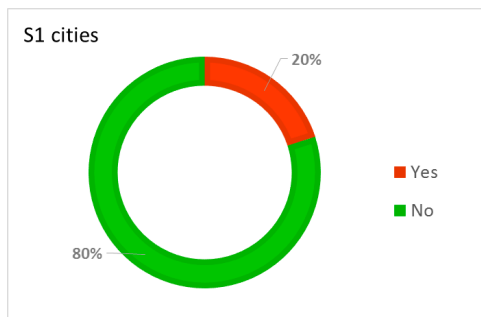
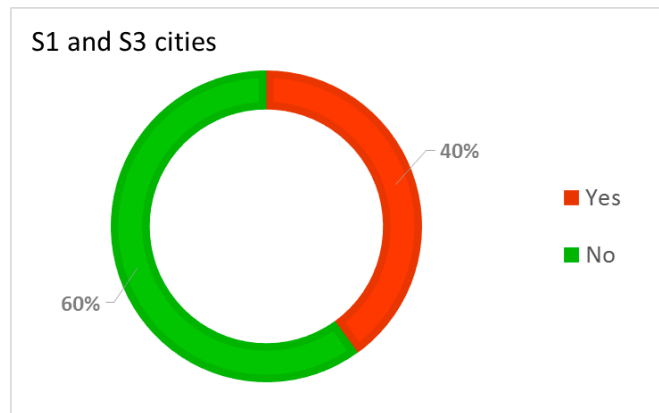


S3 cities



**Question no.6**

**Has CREATE had any influence on the way you engage with local stakeholders on congestion relief?**

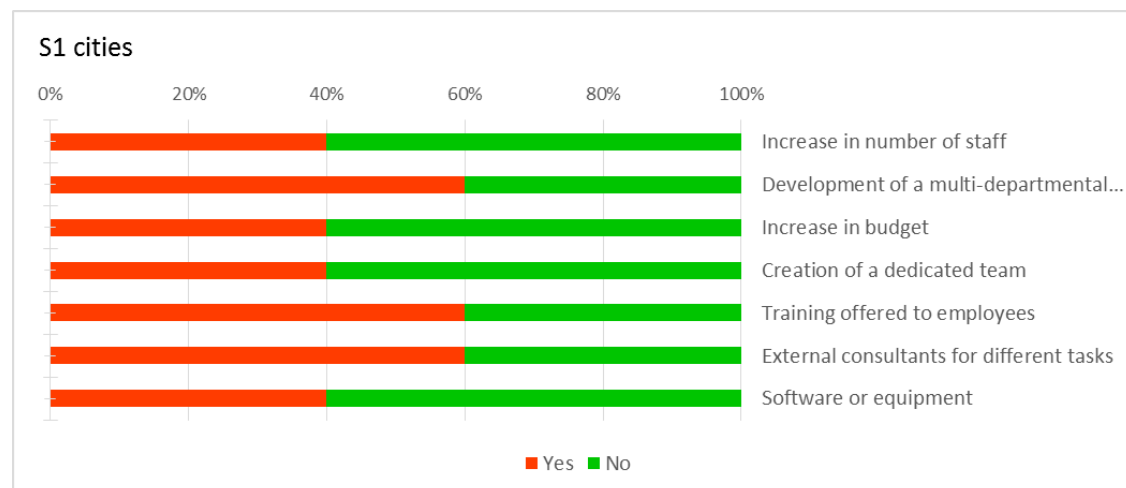
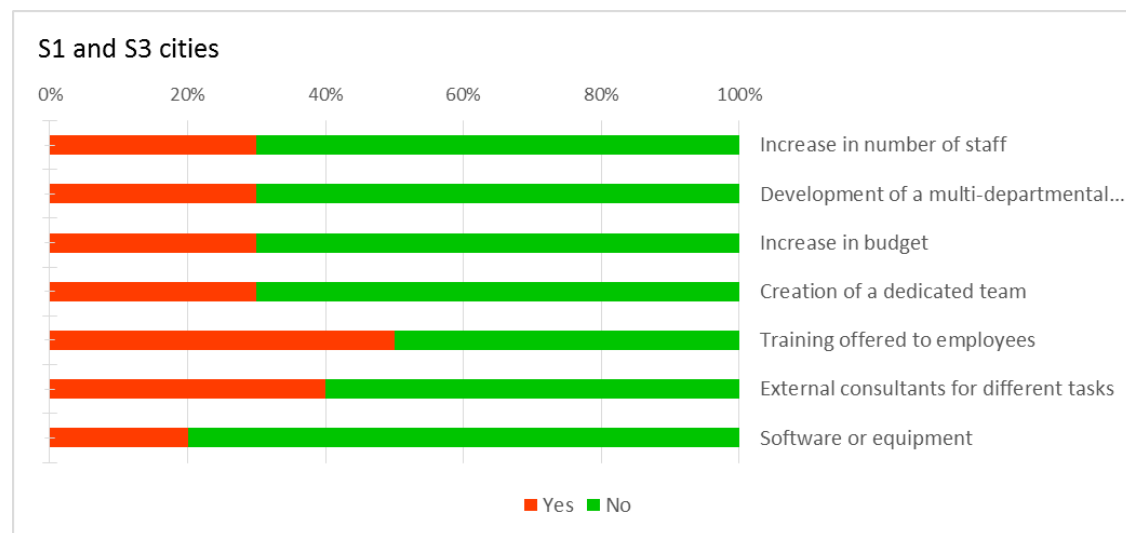


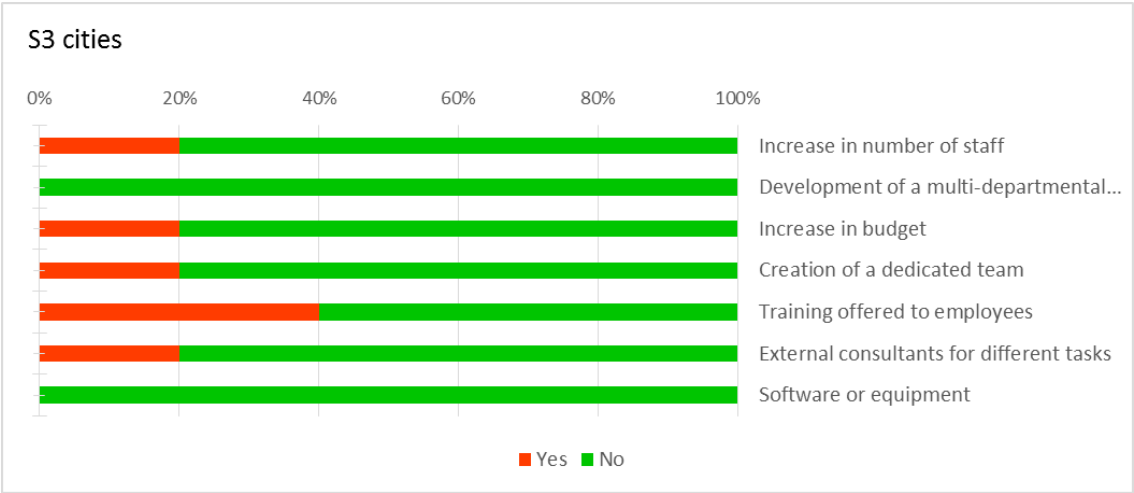


### Question no.7

Have there been any capacity related changes that are envisaged/being prepared or already implemented to accommodate the transition from one stage to another in your city?

- Increase in number of staff
- Development of a multi-departmental team
- Increase in budget
- Creation of a dedicated team
- Training offered to employees
- External consultants for different tasks
- Software or equipment

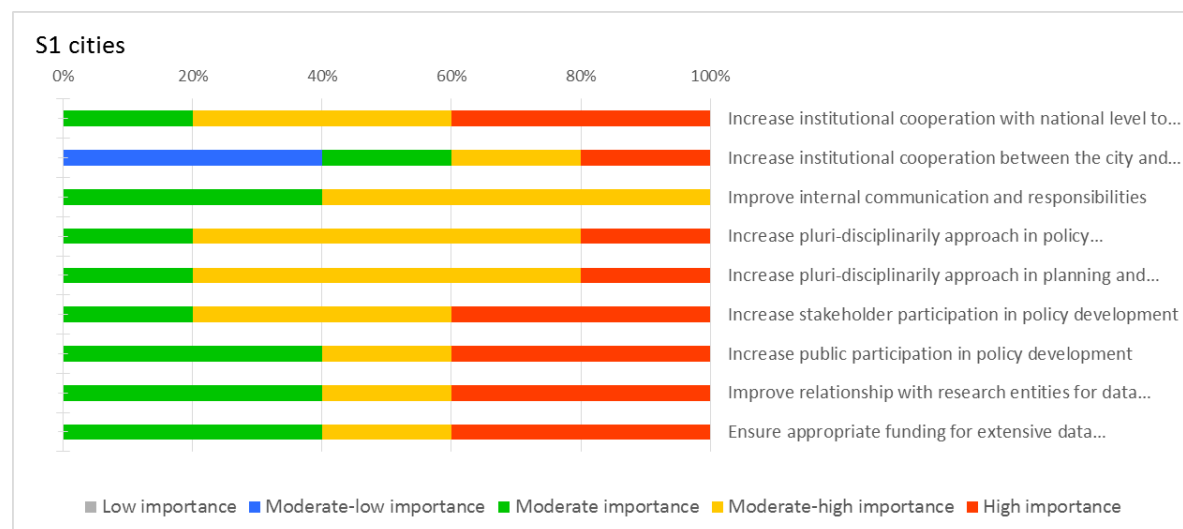
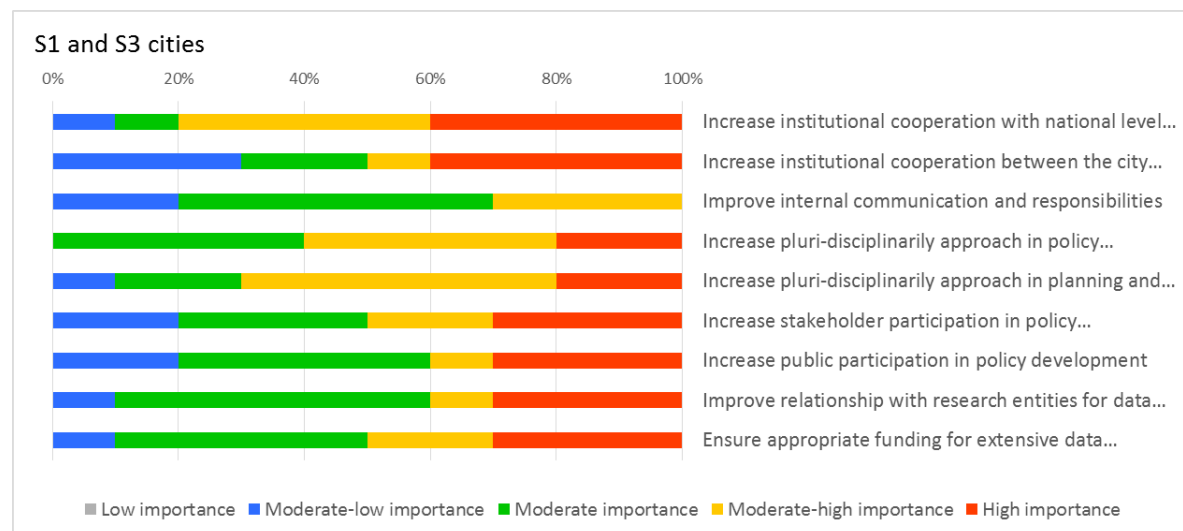




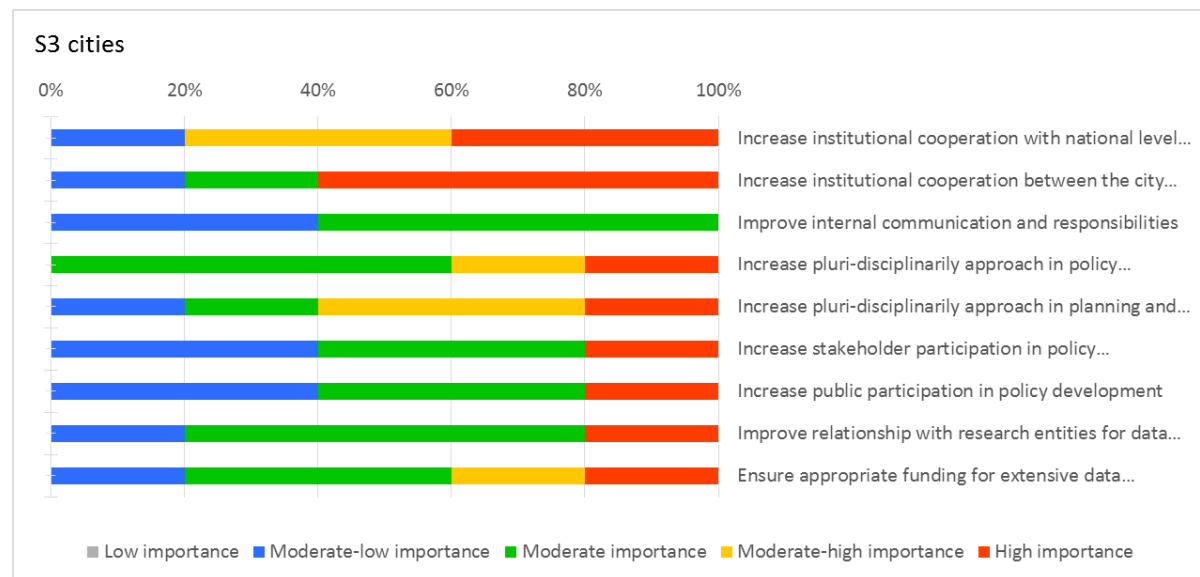
### Question no.8

**In your view, what are the priorities for capacity related changes needed to accommodate your city's transition from one stage to another**

- *Increase institutional cooperation with national level to drive legal changes that support congestion relief policies*
- *Increase institutional cooperation between the city and peri-urban area (wider commuter catchment area)*
- *Improve internal communication and responsibilities*
- *Increase pluri-disciplinarily approach in policy development*
- *Increase pluri-disciplinarily approach in planning and implementing projects*
- *Increase stakeholder participation in policy development*
- *Increase public participation in policy development*
- *Improve relationship with research entities for data collection*
- *Ensure appropriate funding for extensive data collection activities*

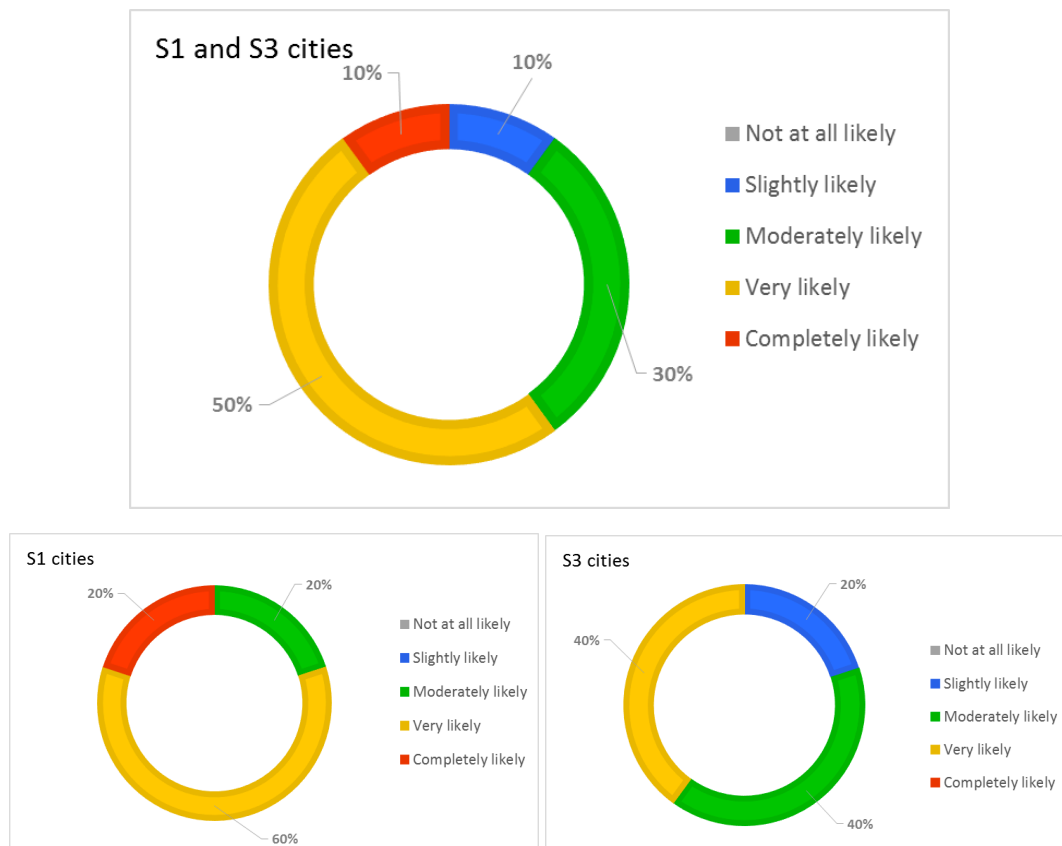


## D2.4 Stakeholders' needs assessment



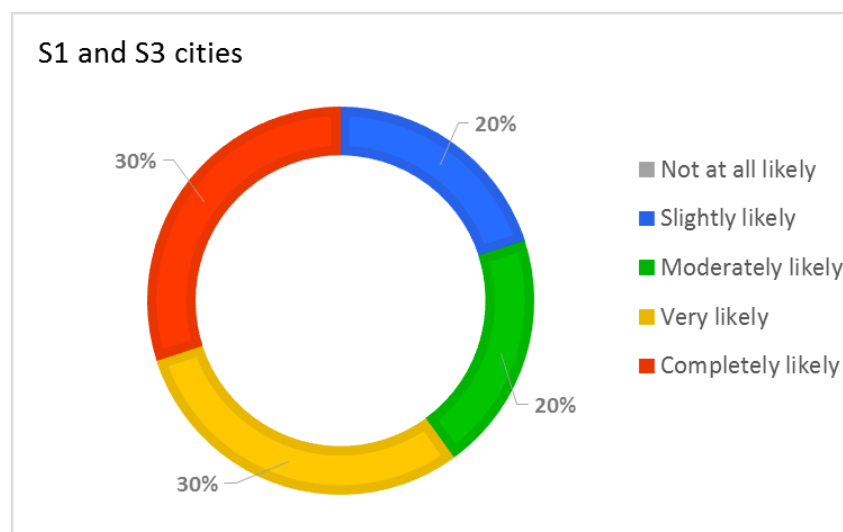
### Question no.9

During the mentoring visits there have been exchanges between S1 and S3 cities. How likely is it for this interaction to lead to concrete measures being implemented?



### Question no.10

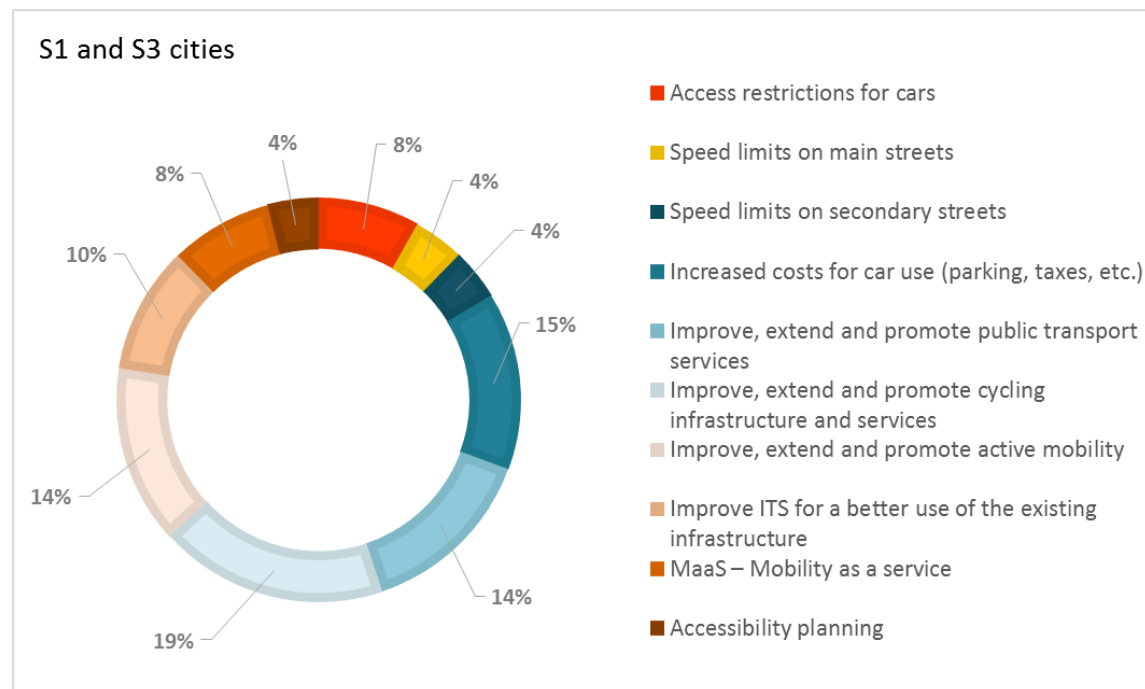
How likely is it that the knowledge and learnings of CREATE be used in updating or defining SUMP or similar strategic mobility planning documents?



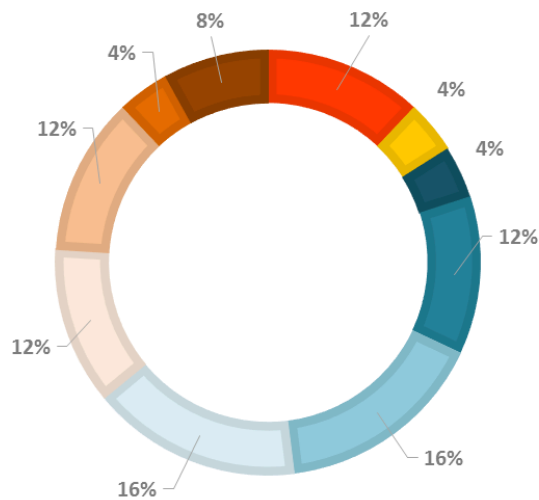
### Question no.11

What are the main congestion relief strategies that you are going to or are currently implementing following CREATE?

- *Access restrictions for cars*
- *Speed limits on main streets*
- *Speed limits on secondary streets*
- *Increased costs for car use (parking, taxes, etc.)*
- *Improve, extend and promote public transport services*
- *Improve, extend and promote cycling infrastructure and services*
- *Improve, extend and promote active mobility*
- *Improve ITS for a better use of the existing infrastructure*
- *MaaS – Mobility as a service*
- *Accessibility planning*

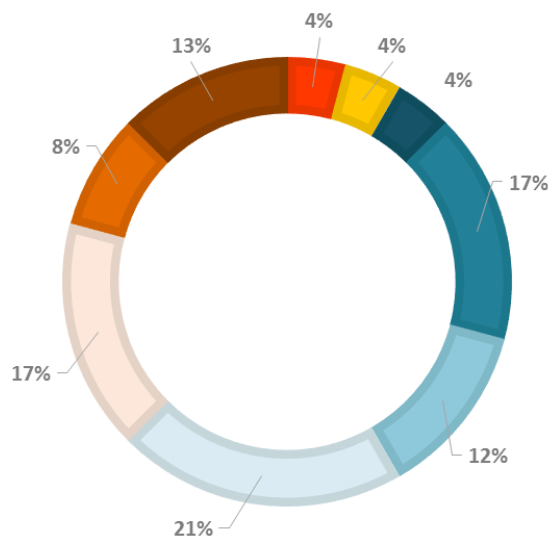


### S1 cities



- Access restrictions for cars
- Speed limits on main streets
- Speed limits on secondary streets
- Increased costs for car use (parking, taxes, etc.)
- Improve, extend and promote public transport services
- Improve, extend and promote cycling infrastructure and services
- Improve, extend and promote active mobility
- Improve ITS for a better use of the existing infrastructure
- MaaS – Mobility as a service
- Accessibility planning

### S3 cities

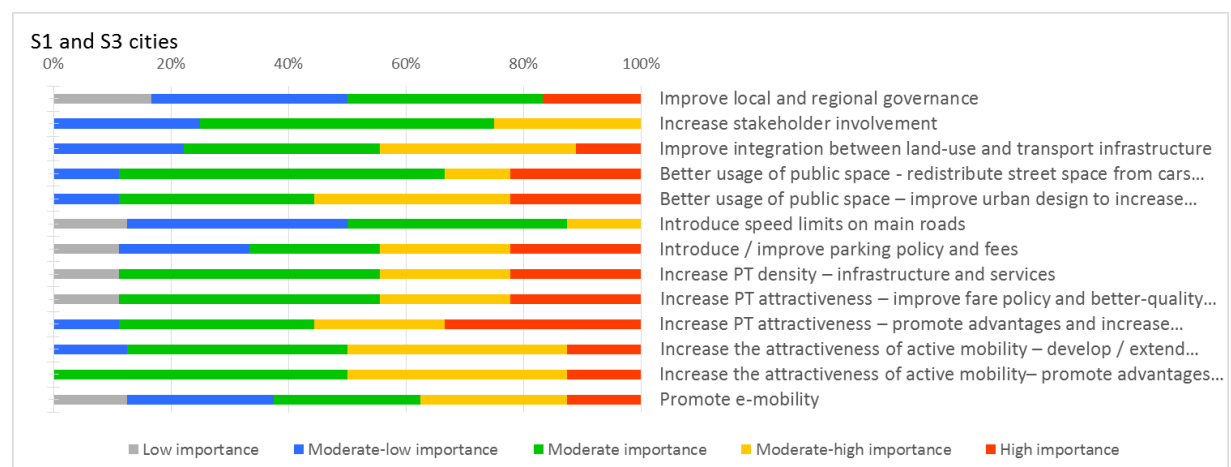


- Access restrictions for cars
- Speed limits on main streets
- Speed limits on secondary streets
- Increased costs for car use (parking, taxes, etc.)
- Improve, extend and promote public transport services
- Improve, extend and promote cycling infrastructure and services
- Improve, extend and promote active mobility
- Improve ITS for a better use of the existing infrastructure
- MaaS – Mobility as a service
- Accessibility planning

### Question no.12

Are there any policies that your municipality is planning to implement that stem from the work in CREATE?

- *Improve local and regional governance*
- *Increase stakeholder involvement*
- *Improve integration between land-use and transport infrastructure*
- *Better usage of public space - redistribute street space from cars to all modes*
- *Better usage of public space – improve urban design to increase quality of life*
- *Introduce speed limits on main roads*
- *Introduce / improve parking policy and fees*
- *Increase PT density – infrastructure and services*
- *Increase PT attractiveness – improve fare policy and better-quality fleet*
- *Increase PT attractiveness – promote advantages and increase public awareness*
- *Increase the attractiveness of active mobility – develop / extend quality infrastructure*
- *Increase the attractiveness of active mobility– promote advantages and increase public awareness*
- *Promote e-mobility*





## D2.4 Stakeholders' needs assessment

