



Guidelines for the cooperation of universities & local stakeholders



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1. Introduction

In many urban areas, increasing demand for urban mobility has created a situation that is not sustainable: severe traffic congestion, poor air quality, noise emissions and high levels of CO₂ emissions.

Urban congestion jeopardises EU goals for a competitive and resource-efficient transport system [EC Urban Mobility Package](#).

Campuses are important **poles of attraction** for frequent travel, generating **thousands of trips every day** in our cities. Therefore, the impact of their activities in terms of emissions is huge, and **their involvement** in working towards reducing this impact **must also be significant**.

In addition, Universities play a **key role** in the **education** of present and future generations and, as a result, are a powerful engine of change. Their own commitment towards sustainability is the best way to teach students about a **more sustainable lifestyle**.

In conclusion, Universities are a strong instrument for implementing **EU strategy on urban environments** that poses to change the balance among different transport systems, favouring public over private, and reducing the impact of road traffic.

U-MOB LIFE is a project funded by the European Commission under the LIFE programme, aimed at the **creation of a university network** that facilitates the exchange and transfer of knowledge of best practices regarding sustainable mobility among European universities.

The U-MOB network is acting as a tool for the reduction of CO₂ emissions thanks to more sustainable mobility by the university community.



2. Guide background

Universities have great responsibility in mobility planning and management, but **the scope of their actions is constrained by the campuses**, and mobility due to university activity goes beyond the campus boundaries. Most members of the university community commute from off campus, in many cases from other neighbourhoods or even other towns.

The university management has no authority in the field of transport services & infrastructure. So, how to reach the campus is not a question that university government bodies can solve, and the **involvement of the local authorities and transport agencies is required**, especially when the campuses are not included in the urban fabric.

Considering that campuses are huge poles of attraction for frequent commuting, mobility due to university campuses must be **taken into account when planning a city's transport system**. Therefore, cooperation between universities and local stakeholders is crucial to foster a modal shift that improves life in our cities and reduces CO₂ emissions.

City councils, regional and national authorities, transport companies and companies providing mobility solutions, as well as representatives from different user groups, such as university trade unions, student councils or NGOs, are key stakeholders whose participation is essential.

The remainder of this guide is structured as follows. Section three contains a brief discussion of the aim of the guide. Section four identifies the target audience. Section five briefly explains the main events used as a source of information to develop this guide. Section six collects the main barriers and drivers, and Section seven provides useful tips on fostering cooperation. Finally, Section eight compiles good examples of collaborative actions implemented in different universities, and Section nine brings together some quotes to learn helpful lessons.



3. The aim of the guide

The aim of this guide is to support universities in **fostering cooperation** on mobility issues, **driving the implementation of sustainable mobility policies** among the public authorities and transport agencies to improve access to the campuses. **These policies will benefit** not only the **university communities**, but also the **local communities** because they will influence the mobility of our cities.

Universities and local decision-makers should cooperate to improve the quality of life of citizens in the scope of their activities by **lining up strategies and combining forces**. It is not an easy task, but the results are worth it: **more liveable cities acting against climate change**.

Considering the role of the university regarding education, this cooperation will lay the **foundations for the future society**.

Cooperation means people working together to achieve results or people helping each other out to achieve a common goal.



4. Target audience

This guide is mainly addressed at:

- **University mobility managers**, who are in charge of the management of mobility issues to achieve a modal shift in the university communities.
- **Decision-makers** who are responsible for the development of sustainable transport policies at a local level, including city councils and regional authorities and transport management agencies.

In addition, it is also addressed at **companies** providing services related to mobility, **civil society groups**, representatives of **students** and university **staff**, and **society** in general.

Everyone plays a decisive role in making more sustainable cities.



University mobility managers

City councils

Regional authorities

Transport agencies

Companies providing mobility-related services

Civil society groups

Representatives of students and university staff

Society

5. Methodology

In addition to their own expertise, the partners of U-MOB held different events to tackle the issue through additional approaches to the project. The conclusions from all these **participation channels** formed the basis for developing this guide.

Living Lab with stakeholders in Bergamo (Italy)

Students, professors, civil servants, especially from the mobility and urban planning sector, public and private operators from the mobility sector and entrepreneurs, an expression of the region, are taking part in the University of Bergamo's Living Lab, organized together with the Municipality of Bergamo. This participation started in April 2018 and is remains ongoing. All these stakeholders have developed creative, sustainable and feasible solutions, which have been tested.

Forum on Cooperation Universities & Local stakeholders in Logroño (Spain)

Eight universities, nine municipalities, seven transport agencies, one Spanish national authority, associations representing transport companies, cities, etc. took part in a forum held in Spain on November 8th, 2019 to debate problems and solutions and highlight case studies of successful cooperation in Spain. The University of la Rioja and Novotec headed this forum.

Sustainable Mobility Working group from CRUE-Sostenibilidad (Spain)

Representatives from nine Spanish universities met on May 9th, 2019 at the University of Valladolid (Spain) to discuss the cooperation of universities & local stakeholders in sustainable mobility. Throughout this month, they continued to debate and developed a document with their conclusions on drivers and barriers for cooperation, tips for stakeholder engagement, and cases studies. The Autonomous University of Barcelona headed this working group.

II European Conference on Sustainable Mobility at Universities in Cracow (Poland)

During the second day of the conference, March 15th 2019, a thematic group of presentations focused on cooperation with stakeholders before a round table dealt with the issue of cooperation.

Representatives from the University of Brescia, Cracow University of Technology, the Municipality of Warsaw, the Public Transport Board in Cracow, the Autonomous University of Barcelona and the University of Hertfordshire took part, providing useful information and their expert point of view regarding the cooperation of universities & local stakeholders.

Working group with stakeholders in Warsaw (Poland)

Cracow University of Technology, in cooperation with the Mobility and Transport Policy Office of the Municipality of Warsaw and Warsaw University of Technology, organised a workshop for university representatives on university mobility plans, held on November 29th, 2018. Thirty-two employees and students, including representatives from eight universities, took part in the workshop.

Participants were informed of the objectives of the U-MOB project, the problems of university mobility, and the concept of the mobility plan and its implementation stages. In addition, they

worked in groups on the concept of a mobility plan for the Warsaw University of Technology facilities.

Workshop on sustainable mobility at Delft University of Technology (The Netherlands)

On September 3rd, 2018, Erasmus UPT led a workshop on sustainable mobility at the university campus by the Mobility Working Group of the Delft University of Technology (TUD). Members of this TUD Working Group are representatives of the real estate department, of the Human Resource department, and of employee and student associations. Experts from Erasmus UPT first explained the mobility policy implemented at Erasmus University Rotterdam, and then joined the working group at TUD to help them develop a mobility survey and an initial draft of their new mobility strategy.

The creation of spaces for debate is crucial in fostering dialogue for cooperation.



6. Barriers and drivers

Different barriers for cooperation were identified throughout the meetings and forums that U·MOB partners held within the context of the project. Fortunately, many drivers were also brought to light.

Financial, political and regulatory issues can be important obstacles in achieving the common goals. Moreover, many drivers represent powerful reasons that must be argued in order to overcome the barriers.

Barriers



The **main barriers** for cooperation are:

- In some cases, a lack of a solid university policy regarding mobility planning and management beyond election periods.
- University human resources are often limited, thus hindering the monitoring of all mobility-related aspects and, more especially, the relationship with local stakeholders.
- University financial resources to fund or co-fund the implementation of mobility actions are limited.
- In some cases, a lack of an effective sustainable mobility policy by the city councils. Depending on the municipal policy, the proposals to improve mobility provided by universities will be welcomed more or less warmly.
- In many cases, transport companies depend on authorities, so they do not have much scope for action.
- Authorities have limited budgets and too many commitments for action. In general, they have budget constraints and many problems to solve.
- Sometimes, the authorities do not understand university mobility as an aspect of general interest. They consider the university as any other company or even as a distortion element for urban mobility, excluding it from their mobility services.
- Sometimes, the authorities have difficulties in understanding the role of the university as economic, social and territorial development agent.
- Regulations on transport are updated late in relation to the expansion of new mobility solutions.

Drivers



The **main drivers** for cooperation are:

- The University and city council have a common goal regarding mobility, so they should work together.
- Universities are research centres with resources to convey to the authorities the need to acting towards a more sustainable transport model.
- The University is a great potential consumer of public transport; increasing the use of public transport will benefit the university, city council and transport companies, so working together will meet everyone's goals.
- The University is the training centre for future generations of consumers.
- The University manages all administrative data from the entire university community and has, or may have, in-depth knowledge on their characteristics and needs.
- The University is a key development agent for the economy and knowledge.
- Universities are large territorial nodes (like small towns inside or near a city); they have a powerful role regarding territory & mobility in urban areas that should be considered.
- The University increases the Gross Domestic Product (GDP) of local population and the city; both are parameters to be considered when requesting investments from senior administrations for mutual benefit.
- Transport agencies need to update comprehensive information on university mobility to design their transport service properly in order to increase its efficiency. The University represents an important source of information for municipalities.
- Local authorities are increasingly implementing the principles of the 2030 Agenda for Sustainable Development, as well as the goals of international and national Urban Agendas. Therefore, they require the participation of large sites, generating commuting in the decision-making processes of their policies.
- Universities are in direct contact with the university community, so have direct channels to promote sustainable mobility services.
- Because of its size and characteristics, the University is an excellent testing lab for new initiatives in the Smart city and Smart mobility fields.
- Universities educate the people of the future, so they must instil responsibility and knowledge to change things.
- Young people in the world are asking decision-makers to take action. Cooperation between universities and local policy-makers may be a good channel to give a voice to youngsters' initiatives.
- New problems need new solutions and "two heads are better than one".

Together we can face both old and new challenges.

SUSTAINABLE DEVELOPMENT GOALS



7. Tips for cooperation



The creation of permanent channels of communication proves to be a solid base for cooperation.

Considering the successful experiences implemented by many universities and their stakeholders, some **useful tips** to achieving successful cooperation might include:

- Increasing the active role of the University in the mobility governance at an urban and regional level. Moreover, universities should be an active player in the preparation of city strategies and local action plans.
- Creating a forum for debate with the participation of all the players involved. This participation body must be permanent and must have defined short and long-term goals along with a working plan to achieve these goals.
- Combining the bodies with authority in mobility issues to collaborate in activities launched by the different authorities working in the regional scope of the campus. Participants must have a decision-making role to ensure all findings will be implemented.
- Beyond participation in these mobility-related bodies, asking the authorities for frequent meetings to share points of view.
- Taking advantage of these meetings to convey to the authorities what universities need and what they can provide as an institution & research education and development engine, in addition to their vast amount of information on the university community's mobility.
- If the spaces of participation are not achieved with the suitable frequency or intensity, preparing reports that include information on university mobility (surveys, studies, etc.), and sending them to the authorities and transport companies.
- Working with transport companies to jointly propose mobility solutions to the appropriate authorities.
- Collecting signatures from potential and actual users, conveying social needs to the authorities.
- Co-funding mobility actions with the authorities to establish a relationship that will be fruitful in the long term.
- Designing joint projects to improve local mobility and look for funding possibilities to implement the projects collaboratively.
- Involving the authorities in different university events, not only related to mobility, in order to strengthen ties.

A good relationship between the university and the local authorities is crucial for working together on mobility issues.



8. Case studies

This section introduces some examples of cooperation between universities and their local stakeholders, showing the channels and instruments developed as well as the results.

The experiences of some universities provide others with useful ideas to be implemented in their regional scope.

University of Bergamo (Italy)

Location



- **Campus:** located on three sites. Città Alta and Caniana in Bergamo, and Dalmine on the outskirts of Bergamo. In addition, there is a decentralized location with labs at Kilometre Rosso.
- **University population:** around 20,000 students, 369 professors & researchers, and 224 staff.
- **Population of Bergamo:** 120,287 inhabitants.

Background

Over recent years, mobility management at the University of Bergamo has focused on promoting sustainable mobility for commuting to and from university. Certain action has been taken, such as the contribution to the payment of public transport for professors, staff and students, a CO₂ calculator that enables anyone with a UNIBG account to find out how sustainable their movements to and from the University are, and the possibility of using pedal-assisted e-bicycles over three years by paying a small contribution. One of the latest actions, taken together with the Municipality of Bergamo, are the Living Labs.



The experience of Living Lab



A **Living Lab** is a laboratory in which the people develop *creative, sustainable and feasible solutions* that are to be tested immediately. Everyone involved can freely decide whether or not to collaborate. The principle governing the Living Lab aims to guarantee an advantageous return for each participant: in fact, everyone airs their expectations on the discussion table and, once compared, they then calibrate them in order to balance them and ensure a fair profit for each one. Students, professors, civil servants, especially from the mobility and urban planning sector, public and private operators from the mobility sector and entrepreneurs, an expression of the region, were among the participants.



Results

The Living Labs have produced a series of successful initiatives, including the following:

1. A free shuttle service, available to students, professors and technical-administrative staff at the link between the railway stations of Bergamo - Caniana university campus - Bricoman parking area in Dalmine - Dalmine University campus, with no intermediate stops, to reduce travel times.

The service was offered for a period of 40 days and the results were subject to evaluation.



2. Creation of a small green area obtained by taking a small space from the parking area in front of building C in the Dalmine Campus.

The most unexpected surprise came from the region, from Dalmine stakeholders: dealers, the petrol station, the tyre shop, the florist, the gardening cooperative, who wanted to show us their appreciation for the initiative by giving us plants, flowers, soil, pallets, tyres and everything necessary to make our green corner more welcoming.



3. Reserved parking spaces in the parking area of the Dalmine Engineering Campus for those involved in carpooling.

This means it is possible to contribute towards reducing CO₂ emissions attributable to the mobility sector and to convey a message of sustainability.



4. A series of "Conversations at dusk" on sustainability issues were also proposed in the temporary green area during the Living Lab activity in order to increase awareness of our responsibility regarding environmental issues.



Conversazioni all'imbrunire sulla sostenibilità

Data e luogo
1-2-3 aprile 2019
10-11 aprile 2019
 17:30-18:30
 Presso il Campus di Ingegneria (Dalmine)
 Area Parcheggio

1 aprile Pierluigi Teani e Renato Mora - Associazione Sportiva dilettantistica Unione Ciclistica Sforzica
 Il ruolo della bicicletta per una mobilità sostenibile

2 aprile Prof. Renato Romano - Centro per la Salvaguardia del Creato Bergamo
 I giovani e la questione ambientale

3 aprile Dott. Gianfranco Porcile - Ecolstituto ReGe
 Salute e ambiente. Il ruolo degli Ecolistuti

10 aprile Prof. Luigi Coppola - Università degli studi di Bergamo
 L'economia circolare nel settore delle costruzioni

11 aprile Dott. Pinuccia Montanari - Università di Modena e Reggio
 L'economia circolare applicata al verde e ai rifiuti

Progetto Living Lab 2018/2019
 Meno automobili in città

Introduce e coordina
 Prof. Maria Rosa Ronzoni

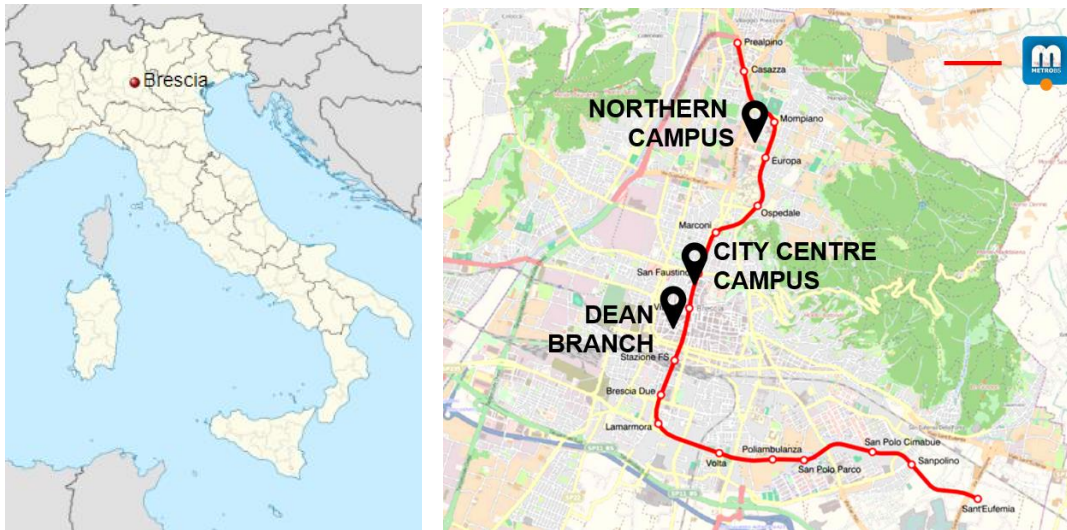
Informazioni:
 maria-rosa.ronzoni@unibg.it

Contestualmente all'introduzione della navetta è stata predisposta una piccola area verde di ritrovo in sostituzione di 4 posti auto. Si coglie l'occasione dello spazio per organizzare una serie di incontri immaginati come conversazioni, riunioni e studenti e personale dell'Università, per sensibilizzare sui temi ambientali.



University of Brescia (Italy)

Location



- **Campus:** two campuses located in the city of Brescia: City Centre and Northern Campus.
- **University population:** 16,000 students, 1,200 researchers, professors & staff.
- **Population of Brescia:** 200,000 inhabitants.

Background

In 2004, the University of Brescia appointed the Mobility Manager, who plays a key role at two different levels:

- On a local level by promoting specific actions to foster sustainable mobility and **identifying common strategies with local stakeholders**.
- On a higher level by creating and reinforcing networks that can connect different levels in terms of people involved and opportunities for knowledge sharing.

In 2007, the Mobility Board was constituted to build permanent dialogue on sustainable mobility issues, safety and accessibility, involving several figures from the university community. The Mobility Board meets regularly and other local institutional figures are also invited to take part in the debate.

This framework follows a four-sided STRATEGY:

1. OBJECTIVES - Quantitative targets towards a reduction in employment resources.

- Decrease access to the university using private motor vehicles.
- Foster access to the university by public transport, walking or cycling.
- Define **cooperation with public institutions** in order to obtain subsidies for student.
- Define **cooperation with the Municipality** to redevelop urban spaces around the campuses.
- Recognise the University as the institution in charge of the educational programme on sustainable mobility.

2. ACTIONS - Initiatives and activities aimed at meeting [Sustainable Development Goals \(United Nations\)](#)

- Drafting of specific **agreements** with local and regional institutions.

- Updating the Home - Uni Journey Plan for students and employees.
- Endorsing the activities of the Mobility Board.
- Proposing and fostering initiatives and activities, as well as publications concerning sustainable mobility.

3. COMMITMENTS - Declaration of commitments to establish or meet specific quantitative targets.

- Promote walking and cycling.
- Promote a road safety culture.
- Promote the development of degree or PhD theses concerning sustainable mobility themes.
- Promote research activities along with other universities and research centres.
- Update and improve the “Sustainable Mobility” website.

4. STAKEHOLDER ENGAGEMENT - Procedures to involve all stakeholders.

- Endorse the activity of the Mobility Board by **involving all stakeholders on a local and regional level**.
- Participate in the European institutional network through the European Transport Safety Council and the CeSCAM Research Centre (Friendly City Study Centre for Safe Mobility).

Cooperation agreements

In 2011, the first **FRAMEWORK AGREEMENT between the Municipality of Brescia and the University of Brescia** was signed. It represents consistent cooperation on all the mobility issues in which both parties are involved. The Agreement was renewed for 5 years in 2013 and again in 2018. Its goals are:

- Mutual interaction regarding any mobility planning issue (e.g. SUMPS drawn).
- Cooperation on the organisation of activities and events.
- Continuous dialogue through the Mobility Board.

In 2017, a **Collaboration Agreement** was signed to plan the city timetable after implementation of the Light Railway.

In 2018, an **Agreement** was signed between the Prefecture and the Court regarding the Prevention of Road Accidents to foster road safety research.

Cooperation on fostering the use of Public Transport

Since 2007, the University has signed agreements with the Local Public Transport Provider Brescia Mobilità S.p.A. to foster the use of public transport among students and employees by allocating resources to obtain discounts.

In 2010, an agreement was signed between the University, the Municipality of Brescia and Brescia Mobilità to promote subsidies for transport tickets and mobility sharing.

The Brescia City&University project has been underway since 2011.

Many activities are promoted in agreement with the Public Transport Agencies either in term of funds or the dissemination of mobility programmes.

Strong cooperation exists with the Local Public Transport Agency in charge of the overall planning of the Public Transport system for the region. More particularly, it fosters the development of the Home-University Journey Plan campaign.

Results

TRANSPORT SUBSIDIES FOR UNIVERSITY STAFF

- Subsidy for transport pass (**just working days**)
- Discount for the bike sharing

TRANSPORT SUBSIDIES FOR UNIVERISTY STUDENTS

- **35%** first year students, **25%** all the other students
- Discount for the bike sharing and car sharing

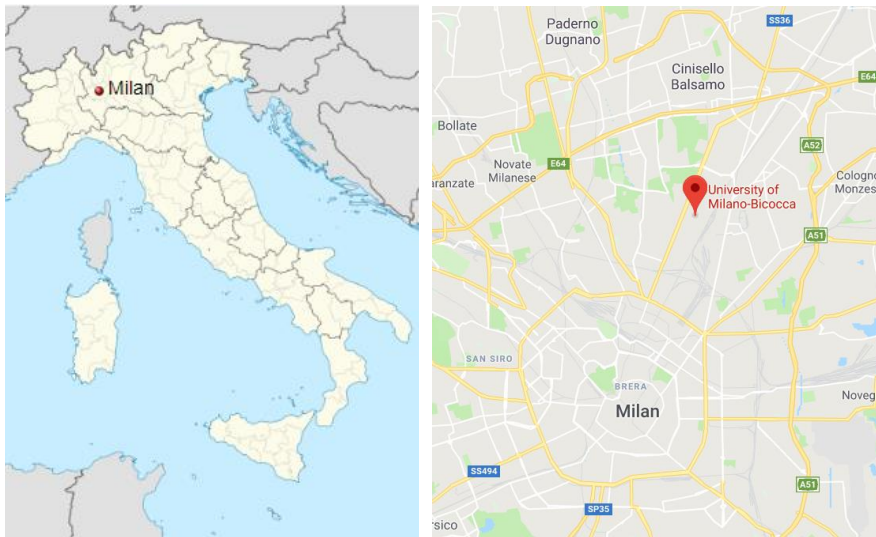
TRANSPORT SUBSIDIES FOR ERASMUS STUDENTS

- **Free** transport passes
- University bikes **on gratuitous loan**



University of Milano Bicocca (Italy)

Location



- **Campus:** 80% students located in Bicocca (Milan peripheral area); 20% in Comune di Monza, 10 km from the main campus.
- **University population:** 33,000 students, 1,200 professors & researchers and 800 staff
- **Population of Milan:** 1,350,000 inhabitants.

Background

Since it was founded in 1998, the University of Milano-Bicocca has been working on making its structures environmentally, socially, and economically sustainable. This goal has been pursued by creating BASE (Bicocca Ambiente Società Economia – **Bicocca Environment Society Economy**), a centre that promotes interaction between research and training, and that stimulates sustainability inside and outside the University.

University action on sustainability has been programmed as part of the **Bicocca Sustainability Plan**, a framework that sets out the goals and the action to be taken around the core topics of environment, infrastructure, energy and climate change, waste, water, transport, education, and research.

The attention Milano-Bicocca is giving to the economic and social aspects of sustainable mobility is documented by describing its agreements with transport operators and its policies for improving student access to the University. Significant results have been obtained on the use of public transport and the adopting of active mobility.

Cooperation on fostering the use of Public Transport

The University of Milano-Bicocca has been promoting policies that encourage the use of public transport by employees on municipal, regional, national, and international levels for more than 15 years. These policies are based on agreements with local (municipal) public transport companies or, at the supra-local (provincial or regional) level, in the form of discounted travel cards issued to employees (funded partly by the transport company and partly by the university).

Results

In relation to **transport on a municipal level**, the University of Milano-Bicocca has signed an agreement with ATM (Azienda Trasporti Milanese) that enables employees to purchase an annual travel card with a 40% discount thanks to co-funding by the University (about 30%) and by the transport company (about 10%). Approximately 16.50 euros per month is deducted from the employee's monthly salary to cover part of the cost of a city travel card.

For **nationwide travel by public transport**, Milano-Bicocca has finalised the draft of an agreement with Trenitalia, the national carrier, for discounts to university employees on tickets for business travel. This commercial agreement with Trenitalia offers a discount that varies between 15% and 30% depending on the extent to which Trenitalia's business goals are met in terms of the volume of tickets purchased.

Another agreement with Trenitalia gives both employees and students a 10% discount on the basic fare for **train tickets for medium and long-distance journeys**.

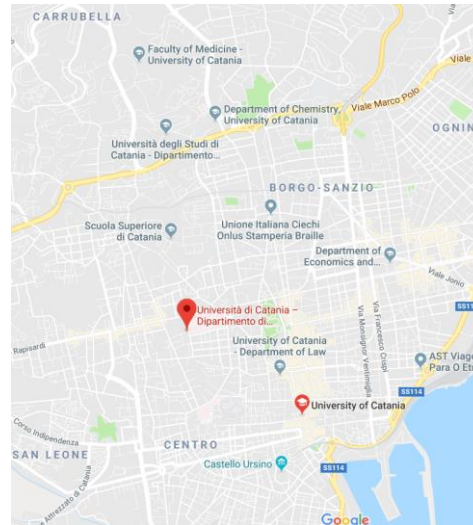
There are also other agreements with an increasing number of **companies that provide shared mobility services**. Shared mobility services also play an important additional role in supporting public transport. The University of Milano-Bicocca has stipulated **agreements** with car-sharing operators (DriveNow, SharenGo, Ubeeqo, and Genial Move), bike-sharing operators (Ofo) and eCooltra (scooter sharing).

In addition, the University has implemented measures designed to foster smart working and to modify work and teaching calendars and timetables in order to de-synchronise entry and exit flows to and from the campus.



University of Catania (Italy)

Location



- **Campus:** located in the centre and northern part of the city of Catania.
- **University population:** 40,000 students, 1,000 professors & researchers and 1,000 staff.
- **Population of Catania:** 300,000 inhabitants.

Background

MoMACT (Mobility Management at the UNICT) is the office that promotes the culture of sustainable mobility among students and employees and promotes alternative solutions to the private car for home-university travel. It is headed by the Deputy Rector for Mobility Management, who operates in close collaboration with municipality managers and urban transport operators.

One of the missions of UNICT is to increase accessibility to University sites by public transport.

Cooperation on fostering the use of Public Transport

For this purpose, UNICT has cooperated with the Municipality of Catania on the design and implementation of the first BRT line serving the campus located in the northern part of the city. It started in 2013. Today it is the most popular bus line by students, with a record maximum flow of 700 students per hour at peak times.



In 2017, a new metro station opened near a high-demand district, including the above-mentioned campus, other University sites, health-care services and a park-and-ride facility serving the University dwellers and residents, although difficult to access due to a steep slope and poor pedestrian infrastructures. UNICT, the municipality of Catania and the metro company operator signed an **agreement to cover the last mile using a Metro Shuttle bus service**. It runs every 10 minutes in coordination with the metro. Today 3,600 students use the combination Metro + Metro Shuttle every day to reach the university destinations.



Results

In October 2018, the most significant effort of UNICT so far involved allowing free access by all 40,000 students to all urban public transport (50 bus lines, 1 metro line, 1 metro shuttle service and 3 park-and-ride facilities), on both weekdays and weekends. PhD students, Erasmus students and trainee doctors are also included in the programme.

A joint technical committee with members of UNICT and transport companies was established to monitor student ridership and satisfaction and to address substantial changes towards a continuous improvement in quality of the transit service.

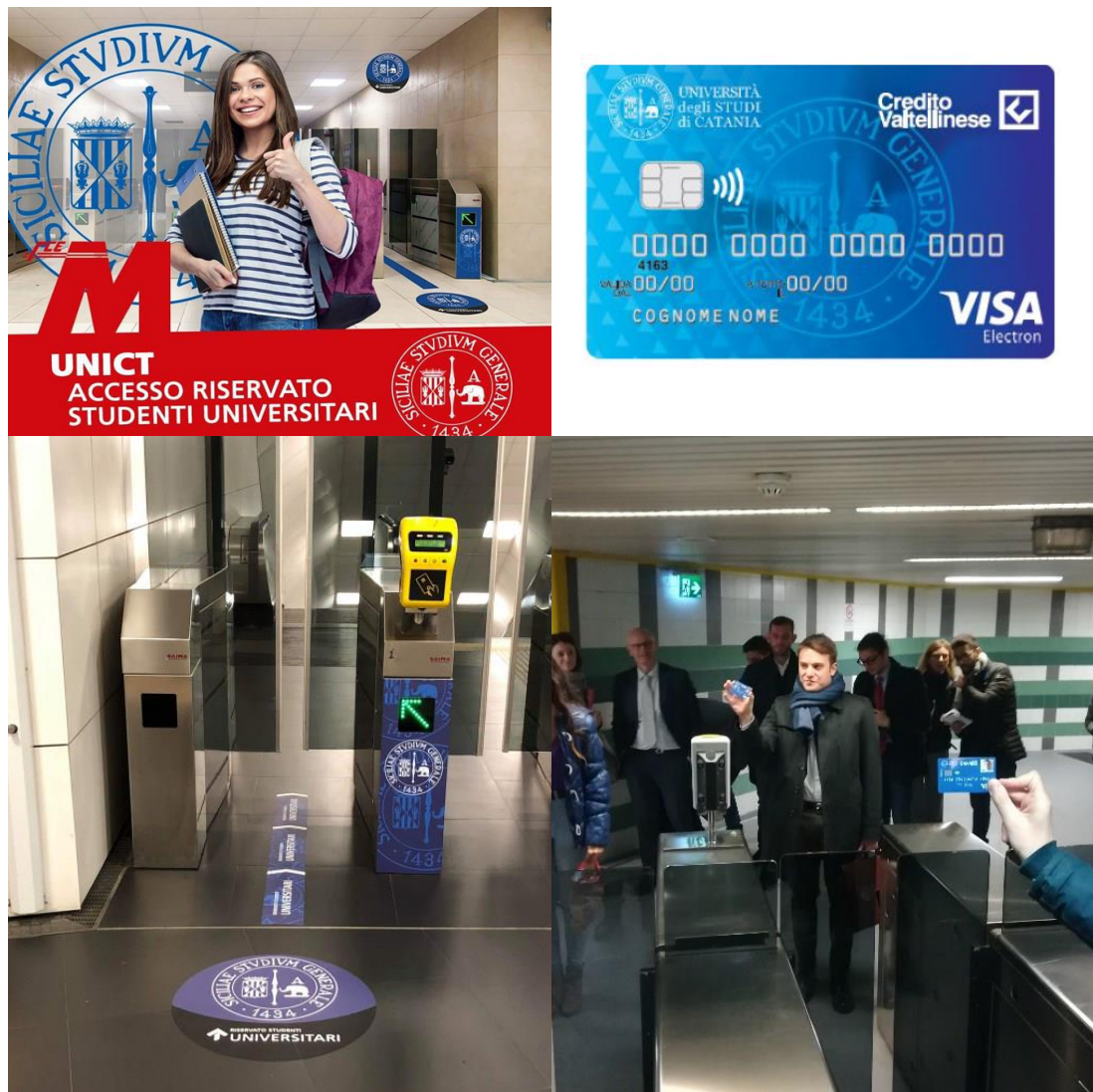
Students are provided with an innovative multi-service smart card, tailored to the technical requirements of UNICT to include different features, [Carta dello Studente](#), i.e.:

- Direct opening of the metro turnstiles on the park-and-ride barriers
- Student identification by bus staff
- Recording of class attendance
- Dispensing of water from micro-filtered water fountains
- Loaning of books at the library

- Free access to the university sports centre
- Reduction of fares to cultural events

It can also be used for banking services as a pre-paid card and for money transfers, such as university grants or tax payments.

UNICT fully supports the initiative, providing the sum of €5 M of the University budget. The transport operators made a significant reduction to the price of the annual season ticket, which is offset by an assured income.



University of Florence (Italy)

Location



- **Campus:** university sites spread around the metropolitan area of Florence, including buildings inside the historic centre, various parts of the city, and nearby towns.
- **University population:** 51,000 students, 2,300 staff.
- **Population of Florence:** 381,000 inhabitants.

Background

16% of the students live in the municipality of Florence, 23% come from other municipalities belonging to the Metropolitan City, 38% from other provinces of the region of Tuscany, and 24% from outside the region. Overall, the number of enrolled students from outside the city is quite considerable if compared with the urban population, and this has a significant impact on the demand for services.

Public transport in Florence includes:

- Bus services, 84 lines managed by Ataf and Li-nea, members of the consortium of the Tuscany LPT companies “One Scarl”.
- Light railway lines, managed by Gest; the network includes the T1 Scandicci-Careggi and T2 Airport-Central Station lines. Both T1 and T2 directly serve some of the main university sites.
- Regional trains, managed by the national company Trenitalia, which operate among the 10 stations located within the municipal region of Florence.

It is possible to use all these different means with the same ticket or pass.

Cooperation on fostering the use of Public Transport

With the beginning of the academic year 2018-2019, following an agreement with the region of Tuscany, the City of Florence, the Regional Agency for the Right to University Study (DSU) and the consortium of companies of LPT in Tuscany ("One Scarl"), the University of Florence integrated the **Student Card**, given to students at the time of enrolment, into an annual pass for public transport, which includes the entire network of bus and light railway lines (extended to the nearby municipalities) and the regional trains operating within the municipality of Florence.

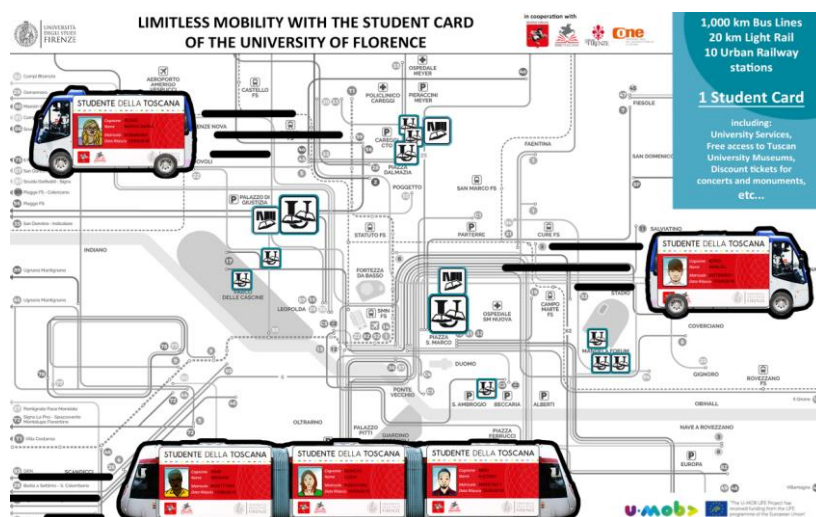
Results

The same card can therefore be used by students:

- as a University identity card;
- to access library services;
- for free entry to the collections and museums of all the Universities of Tuscany
- to access the canteens managed by the Regional Agency for the Right to University Study;
- for discount tickets for cultural events and attractions (concerts, theatres, monuments, etc.) throughout the region;
- as a travel pass for public transport in Florence, throughout the academic year.

The price payable by students of the University of Florence to obtain the pass, along with **with the university tax, is about quarter the ordinary price for a student travel pass**. For disabled or low-income students, the travel pass included in the Card is free of charge. The service is not compulsory: students who are not interested can refuse it on request and do not pay the fee.

Moreover, in order to promote and facilitate the use of public transport among students, employees and occasional visitors, the University of Florence has developed an information system accessible from its websites, which provides a user-friendly map of all bus, tram and train stops located in the surroundings of all university buildings.



University of Girona (Spain)

Location



- **Campus:** four sites in the city of Girona, in the centre and peripheral areas.
- **University population:** 15,000 students, 1,500 staff.
- **Population of Girona:** 100,000 inhabitants.

Cooperation on fostering the use of Public Transport

UdG has signed an agreement with Girona City Council to offer a travel card to University students, allowing them to make 380 trips every academic year using urban public transport lines operated by TMG (Girona Municipal Transport), company owned by Girona City Council.

The activities performed were:

- Negotiation of the conditions of the agreement with Girona City Council.
- Design of the on-line platform for apps and magnetic travel cards by the University.
- Establishing of the automatic payment process.
- Advertising campaign.
- Every-day management of apps by the University. Data control and validation. Solving of user queries.

UdG signed another agreement with the National Spanish Railways Network (RENFE) to offer students and staff a 5% discount on the monthly pass for regional and long-distance trains.



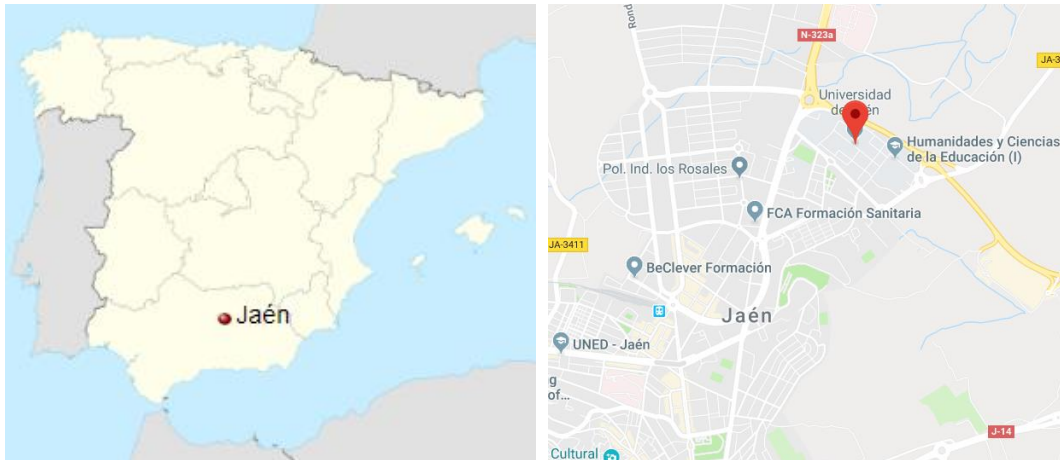
In addition, cooperation with the Regional Mobility Authority of Girona resulted in the design of a new bus line between the municipalities of Girona and Salt.

Results

- As of 2007, continuous operations of student bus passes.
- Good acceptance of the offer for the bus travel card among students in general.
- Increasing use of public transport among students.
- From 1999, discounts for student and university staff on trains.

University of Jaén (Spain)

Location



- **Campus:** located in the northern part of the city.
- **University population:** 17,000 students, 1,000 staff.
- **Population of Jaén:** 110,000 inhabitants.

Background

Prior attempts to introduce bikes into the city of Jaén were unsuccessful mainly due to the orography of the city, which has a lot of steep slopes. The university campus is currently located in the lower part of the urban area, so a three-kilometre climb is required to reach the city centre. Electric bikes are a feasible solution for fast, green and cheap mobility.

Furthermore, there is no network of continuous bike paths in the municipality and, in addition, many students come from villages nearby that are not well connected by bike. Therefore, in the city of Jaén, bikes are not perceived by the local population as a real alternative for urban mobility.

However, the University of Jaén community wishes to become a model to be followed by local society, showing that using an e-bike as a means of transport is feasible, convenient and flexible. The bike is clean in terms of emissions, noise, health and cost.

Cooperation on fostering the use of Bikes

The “Hack the City!” programme combines the efforts of:

- The Council of Jaén, creating new bike paths.
- The Metropolitan Transport Consortium, funding bikes and installing bike racks on buses.
- The Provincial Government, funding batteries and maintenance.

Under the coordination and promotion of the Vice Chancellor for Planning, Quality and Social Responsibility at the University of Jaén, the programme is a great opportunity to ensure the visibility of the use and advantages of e-bikes.

The programme has two modalities. One consists of a contest addressed at the university community, asking it to propose innovative and creative mobility solutions for university members. The best ideas are awarded with a bike to be used for free for the whole academic year. At the end of the course, those who have implemented their original proposals as much and as best as possible are awarded the bike to keep.

The second modality consists of loaning a bike free of charge for three months.

Twenty e-bikes are available for students and staff considering both modalities. New bikes are added to the fleet every year.

Through the development of the first three editions, the proposals to improve sustainable mobility that competed for bikes explored new approaches to traffic, bike racks, monitoring devices, awareness campaigns, cultural activities, health studies, security issues and many more. We have learned from all these approaches, and some of them have now been taken into consideration for future strategies and actions for sustainable mobility.

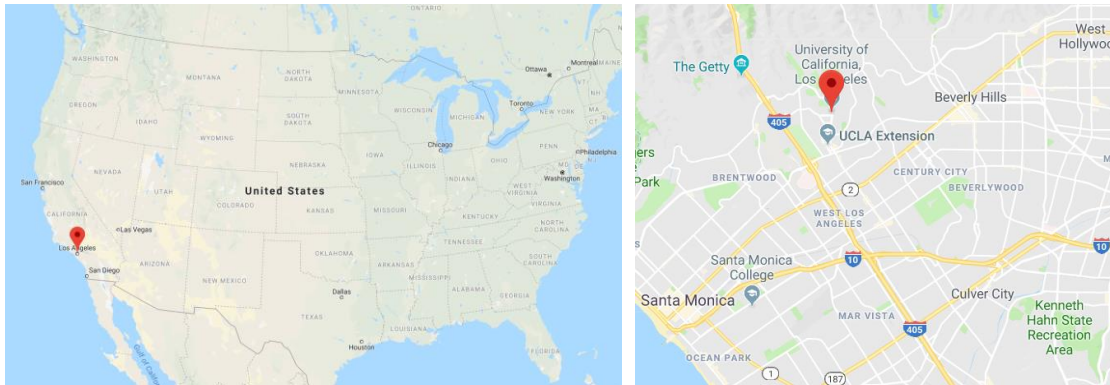
Results

The most significant impact of this initiative is that the programme has become a common ground for discussion and meeting for all public authorities involved. Currently, mobility plans are being developed by the Metropolitan Transport Consortium and by the university itself.



University of California, Los Angeles (USA)

Location



- **Campus:** located 25 km from the city of Los Angeles.
- **University population:** 46,000 students, 33,000 staff.
- **Population of Los Angeles:** 4,055,000 inhabitants.

Background

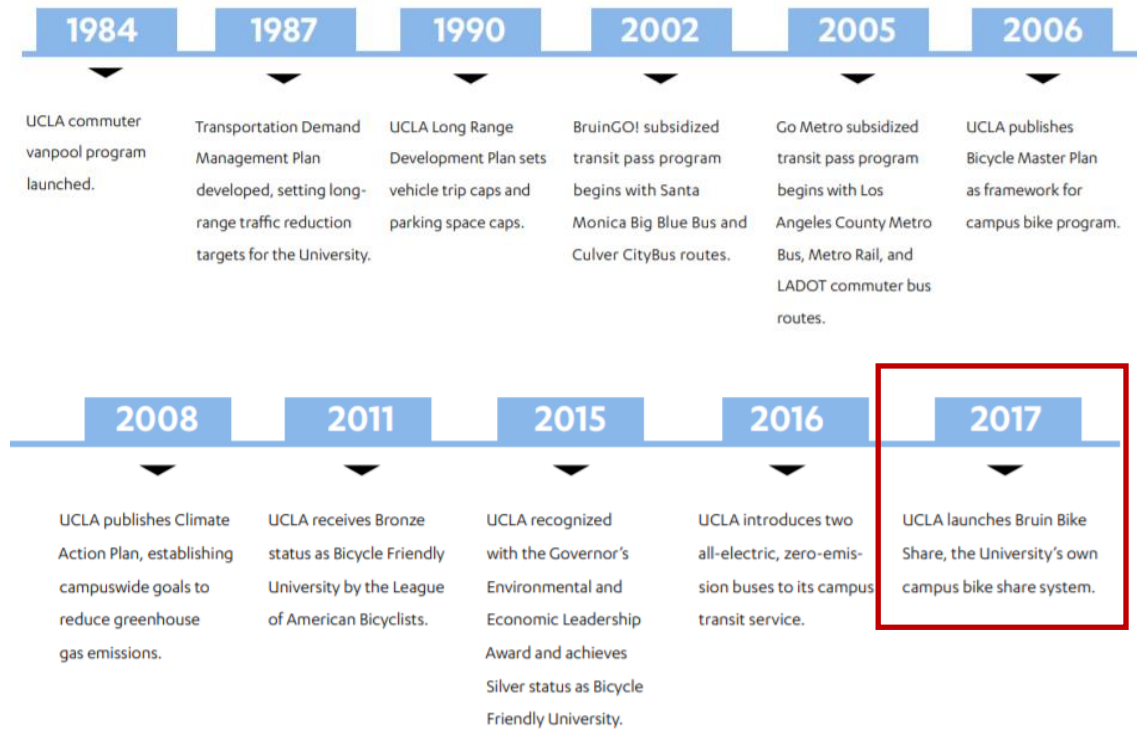
The University of California, Los Angeles, is a teaching, research, and public service institution located in the most traffic-congested city in the United States. Los Angeles also experiences some of the worst air pollution in the country. Its infamous car culture has long dominated mobility in the city and region, and emissions from internal combustion engines have greatly impacted air quality in the LA basin and beyond.

For decades, UCLA has expended significant efforts to reduce vehicle traffic to and from its Westwood campus, and is a leader in Transportation Demand Management and alternative fuel vehicle use.

UCLA has worked for over 30 years to get commuters out of their cars and into more sustainable transportation modes. Since 1987, the UCLA employee drive-alone rate has dropped significantly from 74% to the current rate of just 48.9%. With its commuting student drive-alone rate at just 23.5%, the combined drive-alone rate on campus is now just 36.6%.

Many factors have influenced UCLA's success in reducing its drive-alone rate:

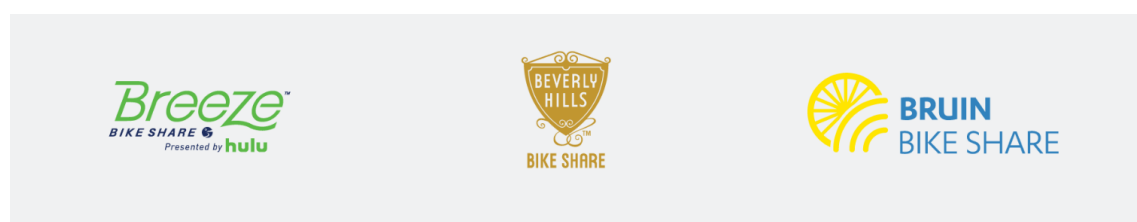
- The promotion of the vanpool and carpool transport modes.
- The push for increased public transit use, especially with UCLA's Bruin Commuter Transit Benefit, which offers one free academic quarter of public transit.
- The push for bike use increased with its Bicycle Master Plan and specific bike programs.
- With the sudden influx of electric scooters and other electric mobility devices on campus, the launch of an effective safety initiative to keep riders and other commuters safe and informed.
- The work with ride-hailing companies like Uber and Lyft to offer the campus community affordable flat-rate carpool fares for short-range rides to encourage carpooling to and from campus.
- The joining of UCLA's Parking Services unit with the Commuter Services unit to form "Commuter & Parking Services," an integrated service area that reflects the changing times.



Regarding bike-sharing, Bruin Bike Share launched in 2017 to provide UCLA staff, faculty, students, visitors, and the broader community with a new option for healthy and sustainable on- and off-campus trips.

Cooperation on fostering the use of Bikes

In 2018, thanks to consortium with Los Angeles Westside Cities, Bruin Bike Share, the UCLA's bike share system, joined the bike share systems of Santa Monica, Beverly Hills, and West Hollywood to form Bike Share Connect, the first integrated and regional bike share network in Los Angeles.



Your seamless bike share system.

Santa Monica, Beverly Hills, West Hollywood, and UCLA are proud to introduce the next phase of transportation and urban mobility to LA County.

Bike Share Connect provides access to more bikes in more places – with one membership you get access to four systems! Car-free mobility is a fun, healthy and environmentally-friendly way to get around. Smart Bikes can be unlocked at one station and returned to another anywhere in the system area. Making it easy to commute to work or school, run errands, and meet-up with friends.

1 membership. 3 systems. Bike Share Connect.



Results

The network includes 830 GPS-connected smart bikes and 135 hub locations across the four systems, encompassing a 35-square-mile system area stretching from Venice Beach to Hollywood.

Some commuters use the service as a convenient first and last mile solution, while other commuters who take advantage of the Bike Share Connect system use it as an occasional commute option.

9. Lessons learned

In this section, we shall briefly present some useful quotes from different universities, which will help others foster cooperation thanks to their own experience.

"The city government has been quite resistant to improving the network of bike paths across the city. A perverse situation was recognized: people do not use the bike because the infrastructure (bike racks, bike paths, etc.) is not satisfactory, and investment in these infrastructures is not promoted because only a few users are requesting them. Therefore, the solution was to work on the side of the equation where the university had greatest influence: their community".

UNIVERSITY OF JAÉN (SPAIN)

"The success of the initiative can be traced to three main factors: the improvement of the Public Transport, the low price requested by the University to students for the service, and the ease of the procedure - the pass is integrated into the Student Card. When it comes to promoting new, more sustainable lifestyles - especially as far as mobility is concerned - a user-oriented approach is the most effective".

UNIVERSITY OF FLORENCE (ITALY)

"Creating a constructive relationship with the public authorities is essential in achieving otherwise impossible results. Without their help, it would be impossible to shift significant shares of private transport towards other means: public bodies are the only figures that can take care of implementing and structuring paths leading to the University that can move users from one mode to another".

UNIVERSITY OF BERGAMO (ITALY)

"A crucial factor for the defining and implementation of these initiatives has been the intense work of stakeholder engagement, where UNICT has often assumed the role of facilitator for the involvement of decision-makers and mobility players in terms of the requests coming from active social responsibility for sustainable mobility".

UNIVERSITY OF CATANIA (ITALY)

"Mobility is one of the main aspects generating urban conflict. Bringing different players with different views and often contradictory needs together around a table makes it possible to provide education on the complexity and need to negotiate".

AUTONOMOUS UNIVERSITY OF BARCELONA (SPAIN)

"Work in collaboration with organisations and administrations simplifies the implementation of projects, as they share financial resources, knowledge and forces. This Mobility Table has been a very useful tool for implementing actions when this could not have been done individually or would have involved greater effort and difficulty".

UNIVERSITY OF BARCELONA (SPAIN)

"Also important is the fact that a single institution can never solve the problem on its own. You need to address the challenge with your internal and external stakeholders, like the municipality, province, other institutions and businesses in the area".

UTRECHT UNIVERSITY OF APPLIED SCIENCES (THE NETHERLANDS)

10. Conclusions

Stakeholder engagement is necessary in order to make sustainable mobility actions effective and to meet the set goals. Therefore, it is essential to:

- Identify STRATEGIES to pursue common goals.
- Create and foster SYNERGIES and consistent dialogue.
- Find and allocate joint RESOURCES AND FUNDS.

The responsibility of taking action in cities lies with the municipalities, but the initiative for cooperation may be launched by universities because they play a powerful role in terms of knowledge, the region, and mobility.

In the short term, the common purpose to meet the UN Sustainable Development Goals may be the starting point in laying the foundations for cooperation between universities and local stakeholders in order to achieve a change in the way urban mobility is understood.

The continuous exchange of information on mobility, the creation of permanent debate forums working as a frequent communications channel, and the signing of agreements to implement actions including the collaborative management and the co-funding of these actions, will build a fruitful relationship of long-term trust providing effective and efficient solutions.

“If you want to go fast, go alone; if you want to go far, go with others,” says an African proverb.

Annex I. Main participants



CIUDADES



UNIVERSITÀ
DEGLI STUDI
FIRENZE



Universidad de Valladolid



VNIVERSITAT
DE VALÈNCIA



UNIVERSIDAD DE MÁLAGA



Universidad
de Jaén



VNIVERSIDAT
DE SALAMANCA

CAMPUS OF INTERNATIONAL EXCELLENCE



UNIVERSITAT
ROVIRA I VIRGILI



MIASTO
STOŁECZNE
WARSZAWA