

D.T2.1.2 – Tribute Action Plan Milan

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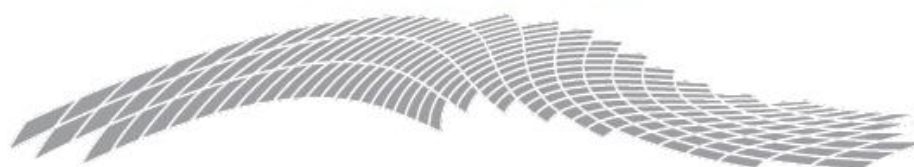
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0. INTRODUCTION

The WP T2, called the *Identification of Action Plans supporting the implementation of innovative and sustainable mobility measures*, englobes the Action Plan development (Act.T2.1) and the Pilot Action implementation (Act. T2.2). Regarding the Action Plan development (Act.T2.1), this document accounts specifically for the ***Deliverable T2.1.2_Tribute Action Plan_PP2-Milan***.

The Action Plan of the PP2-Milan portrays a reflection about the key actions and measures that cities would need to implement in order to accomplish the reduction of the private vehicles modal share when reaching a big event. Cities are facing the common challenge of reducing car-dependency to being able to achieve environmental targets of decreasing greenhouse emissions within the urban context in the next decades. One of the occasions in which there is a high concentration of vehicles in cities is when big events occur. Therefore the big events context corresponds to an opportunity in which the modal shift could be influenced in a wide scale. In this framework, this action plan has the aim of providing a set of guidelines and recommendations by which cities could implement a strategy to reduce car dependency during big events.

This document is based in a documental state of the art research (Annex 1) to understand key projects and plans within the city of Milan that contribute to enhance alternative mobility modes in a national scale with the revision of the PNRR (National Recovery and Resilience Plan), at a local level with the revision of the SUMP (Sustainable Urban Mobility Plans) along with the learnings from the Milan pilot action testing phase. The following figure illustrates the Action Plan framework and base elements:

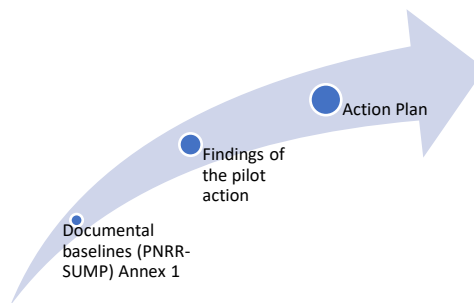


Figure 1 Action plan framework elements

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This document describes practical actions and measures to aim at decreasing car-dependency within big events addressed to the cities within the Adriatic-Ionian region or elsewhere, that are interested in facing and tackling similar challenges within big events mobility management. The action plan, object of this document, is divided into four parts as follows: 1. Measures and actions to reduce car-dependency during big events; 2. Selection and definition of the measures and actions; 3. Protocol to assure the consisting implementation of the selected measures; and 4. big events operators center.

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1. Measures and actions to reduce car dependency during big events

The selected measures that will be described in this document are aligned and have synergies with the different planning documents that have been revised in the document object of the annex 1. In this sense, the PNRR (The national Recovery and Resilience plan) and the SUMP (Sustainable mobility plan) of Milan portray different strategies aiming at enhancing public transport and active mobility among other projects that could help to decrease the car dependency in the urban context. Likewise, this action plan intends to recall these synergies and strategies and include them within the proposed measures and actions.

This section describes 8 measures that together with the specific list of associated actions have the objective of helping cities to decrease car dependency during big events. The proposed measures and associated actions are the following:

1.1. Enhancing walkability to reach a big event

Walkability could be encouraged to reach big events from specific nodal transportation points to the event venue specially through the implementation of group itineraries. It is probable that a person will be more incentivized to walk even longer distances than usual if there is in place a group itinerary that would permit to interact with others prior to the event. Regarding this measure, the following specific actions implementation are suggested in the occasion of big events:

- I. Design walkable routes from nodal transportation points to the event venue to help wayfinding and incentivize group itineraries.
- II. Place clear and easy to follow signs along the routes so the path is easy to find and follow. Communicate in advance the route so more people would know about the measure before they are implemented and join the itinerary.

1.2. Promoting biking with private bikes or e-scooters

Consistently promoting biking and e-scooters to reach a big event could stimulate micromobility in a wider way and open the possibility to use the bike and or e-scooters consistently to reach events, even at night. The following specific actions are suggested to cities to be implemented within big events to achieve the proposed measure:

- I. Provide secure and accessible parking areas for private bicycles and e-scooters in proximity of the place of the event

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- II. Enhance multimodality by allowing bikes within the railway system for the day of the event in case the bikes are not allowed within the train
- III. Build bike parking facilities (even temporarily) within specific subway and train stations to incentivize multimodality

1.3. Incentivizing low environmental impact sharing mobility modes

Sharing bicycles station based or free floating constitute a valid mobility alternative to reach a big event addressed to the portion of the population that cycle but does not own a bicycle or does not want to bring their private bicycle. Similarly to the bicycles, the e-scooters are an option of mobility that can potentialize multimodality offering last mile options to an event or even be used for the whole trip. These means of transportation could be potentially use for going and returning of a big event. There are a number of actions that can be reinforced to enhance low environmental impact sharing mobility modes within big events, this action plan suggests the following:

- I. Implement wide operative areas for sharing mobility modes that include the event venue to increase connectivity of the area of the event.
- II. Dedicate parking areas for sharing mobility modes specially addressed to e-scooter and bikes that are secure and protected in the proximity of the area of the event.
- III. Suggest to the sharing mobility operators to offer flat rates and possible discounts to incentivize the use of micromobility arriving and returning from the venue of the event.

1.4. Incentivize ride sharing within sharing mobility modes that include endothermic vehicles such as car sharing

Although there are sharing mobility modes that have endothermic engines such as car sharing, if shared with other attendees it would mean to increase the vehicle occupancy and support the decrease of traffic and number of cars that reach an event. So in this case, is important to incentivize the ride-sharing within car sharing sharing to reach an event. Within this measure, the following actions are suggested:

- I. Dedicate secure parking areas in the proximity of the venue of the event for people who use car sharing and share their rides.
- II. Suggest sharing mobility operators to offer a flat rate for the duration of the event that allow users to use the sharing vehicles to arrive to the venue and on the way back.

1.5. Raising private vehicle occupancy

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While cities face the transition towards the decarbonization of transport there is a significant segment of the population that still use their private vehicles on a daily basis and therefore to assist to big events. In this sense, is important to incentivize actions that raise the occupation of the vehicles to alleviate traffic and decrease car use. To achieve this, there are specific platforms that help to match the offer with the demand on the market. The use of these platforms is suggested to be used mostly for medium to long distances in coincidence with a big event. Actions associated to this measure are the following:

- I. Incentivize the use of Carpooling for medium or long distance through dedicating parking areas in the proximity of the event for people who offer a ride in carpooling.
- II. Stablish with the event organizers the communication in advance of this measure to the attendees so they are aware that this measure will be implemented and are able to publish the trip prior to the event and find a match.

1.6. Public transport potentialized measure and actions associated

Raising the offer of public transport and extend the time availability to being able to reach an event by public transport is key to promoting sustainable mobility modes within big events. Cities strategy on this regard could focus in promoting multimodal use and in the context of big events by enhancing and strengthening existing transportation networks. The following actions are suggested to cities to accomplish the proposed measure:

- I. Extension of bus lines temporarily for the event to increase the connectivity and capillarity of this public transport mode from the city also to the outbounds of the urban areas.
- II. Public transport enhancement to increase the service of the metro network and/or the surface network in relation to the capacity enhancement of the most used lines to reach to the specific big event.
- III. Implementation of express lines between nodal points with sufficient frequencies to ensure accessibility and the return of people who will use the service. With the objective of optimizing routes and decrease travel times to stimulate the use of public transportation on the day the big event is held.
- IV. Stimulate shared taxi to increase the occupation in this public transport mode. This measure aims to promote the use of the existing taxis in a shared or collective way in which three or four people who go on the same direction share a ride to and from the event and split the cost of the ride increasing the affordability of this mode. In this case there is a public transportation system that has similar characteristics to the private car but reduces the critical issues related to parking so could be attractive also to current car users.

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1.7. Limit the access of private vehicles by implementing no traffic zones

Other than promoting sustainable mobility modes as an alternative to private car use is key to limit the access of vehicles in the proximity of the event in a temporary manner and with an extension of at least 1 km around the event venue. Specifically, the actions that a city could reinforce in this regard could be the following:

- I. Design and reinforce with the help of the local police and regulations, a traffic limited area at least 1 km around the event venue and reinforce it at least 3 hours prior to 2 hours after the ending of the event. The allowed traffic is recommended to be only residents, emergency vehicles, vehicles with disabled people and public transport.

1.8. Parking management for sustainability

Parking management is key to promote sustainable mobility modes within big events as it determines the proximity by which a user can reach the event venue. Increase diversification of the parking areas allocation is paramount to incentivize alternative mobility modes other than private vehicles. The following actions intend to promote parking management for sustainability:

- I. Increase and prioritize multimodal dedicated parking areas by decreasing the parking areas dedicated to private vehicles and dedicate it to all modes that ought to be incentivized such as: sharing mobility modes, carpooling, touristic coaches, shared taxi, private e-scooters and bikes and micromobility modes.
- II. Enhance intermodal parking areas to permit and sustain multimodality commutes on the metropolitan areas to or from the city that comprehend the use of public transport in combination of the private vehicles.

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2. Selection and definition of the measures and actions

The process in which cities could define the actions and measures need to be aligned with the local context of each city. In order to define the measures that best suits each context is important to select and complement from the list of measures from the previous section (1 Action plan to decrease car dependency during big events) the ones that could suit best the local context and then discuss with the citizenship about their willingness to use those proposed measures. After that process is done is paramount to involve and engage key stakeholders that are interested in cooperating for the definition in more detail of the prioritized measures. The following sections explore how to explore citizens willingness to use the proposed measures and the way in which key stakeholders could be engaged.

2.1. Exploring the citizens willingness to use alternative means of transportation to reach big events

It is suggested to engage through a survey or workshop the citizens in order to understand their willingness to use a certain more sustainable mobility mode to reach a big event. In the city of Milan this process was made by proposing specific measures to the public that attended a concert the last 26th of June, when a mobility survey was conducted before a concert were the 215 people surveyed shared their thoughts about their potential willingness to use alternative modes of transportation to reach a big event. The survey showed a broad willingness toward sustainable mobility or alternative mobility modes even among those who used cars to get to the event.

The survey showed that there is a wide opportunity to employ measures to reduce car-dependency during big events. For example, in relation to the proposed measure that includes a programmed bicycle and e-scooter group route to reach the event, 55.8% of respondents would be interested in reaching the event by bicycle or e-scooter if there was an organized group journey. Whereas 60.9% of people surveyed are interested in participating in an organized walking parade to reach the event (See annex 2, mobility survey). Regarding the carpooling measure, 47% of respondents would be interested in using Carpooling, and 46% from the people who used their cars to get to the event would be interested in using carpooling in the future. More in detail, 66.2% of the attendants who used the car to reach the event were in two people, so there is an opportunity to stimulate carpooling by raising average car occupancy (See annex 2, mobility survey).

The survey sample should be decided according to the type of event and time availability of the policymaker. The method in which the survey was achieved was printing QR codes in paper that

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were later scanned by interviewees that were redirected to a google survey in which all questions were displayed as multiple choice or weighting their willingness to use a certain mobility mode. In the majority of the cases the survey was asked in person and explained.

2.2. Stakeholders engagement process through a living lab

Once selecting the measures that were prioritized by the citizens they could be presented to the key stakeholders to decide together which measures could be effectively implemented. The process in which stakeholders could be engaged within the process could be a living lab framework, due to its flexibility to be structured in a way that best fits the local context.

A living lab could be used in the early and development stage of any data, software or infrastructure given project as it allows all different groups of stakeholders to act in a more synchronized way and achieve the proposed results more successfully. The living lab is a collaborative process with stakeholders to facilitate the measures implementation process. Following the quadruple helix approach where citizens, companies, researchers, and public administrations meet, discuss, and cooperate in order to share (“co-plan”) new ideas and then implement and validate them.

Cities interested in following this approach may follow three main phases involving key stakeholders:

- Co-Planning
- Co-Implementation & Co-Monitoring
- Co-Validation & Co-Review

Stakeholders could be involved within multistakeholder meetings to being able to enrich and find potential synergies between stakeholders that could facilitate the implementation process. Key stakeholders could be involved within the three phases mentioned before.

In the case of Milan most of the stakeholders were grouped in two meetings within the phase one of the project, the design and planning phase. Meanwhile three meetings were held with the stakeholders to discuss about the proposed measure package and to understand their interest regarding the implementation process of the measures and their potential roles during the testing phase. Lastly, the majority of the meetings within the living lab were held regarding the testing phase, precisely six meetings were held with stakeholders in order to coordinate all elements necessary to test the selected measures within two events and lastly discuss about the results.

The living lab is key for the definition and implementation of the measures object of the testing phase. More in detail, this tool could be used within the definition of the measures that would be planned and implemented to decrease car dependency to reach big events. Throughout the different encounters within the living lab with the different types of stakeholders, the public or local

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administration could be able to select from the package of pre-defined measures which ones would be implemented in line with the testing phase.

The advantages of using the living lab within the implementation of the proposed measures could be the following:

- Being able to discuss together with different types of stakeholders about a common topic for example transportation agency, cyclist associations, carpooling and taxi operators and being able to understand how each sector may respond from their perspective to solving the same problem. This aspect is essential to enrich the whole planning and implementation process of the selected measures.
- Likewise, the condition of having meetings mixing different types of stakeholders could be positive because sometimes the needs or requirements from different groups could be very similar. For example, the need to allocate dedicated parking and guarded areas might be a common requirement for all types of stakeholders.
- Another advantage could be the possibility to create synergies and collaborations from associations or representatives of different sectors, for instance to communicate the chosen measures, some sharing mobility operators and the carpooling operators communicated the measures through their communication channels to help spread the information and contribute to the success of the testing phase.
- It could be also an advantage being able to achieve innovative actions such as inviting sharing mobility operators to offer a flat or reduced fee for users that attended to the chosen big events so that attendees could use the same mode of transport for arriving and returning to their homes.

Some disadvantages of using the living lab might be the following:

- If there are specific measures to discuss with a specific group and they disagree or not support in a constructive way the initiative, it could negatively influence the interaction with the other groups that are present in the same meeting.

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3. Protocol to assure the consisting implementation of the selected measures

The protocol to assure a consisting implementation of the selected measures within mobility planning during big events for a city is based on consistency and continuity of the implementation of the measures. Therefore, a protocol tailor made to each city context would need to be implemented in the framework of all big events that could be emitted by the office that handles the permissions to allow the event organizers to conduct a given event. In this way, the event organizers need to follow the protocol in order to being able to conduct any big event. The protocol for organizing the big events could be structured in the following way:

- I. Definition, selection and communication from the public authority in coordination with the event organizer of the measures that best suit the local context to the public events office. This step needs to be taken after consulting the citizens through a survey and stablishing a dialogue with the mobility stakeholders that will be implementing directly the measures. The selected measures may be revised or complemented periodically in order to improve the measures, increase them or decrease them whenever necessary.
- II. Coordinate with the local police, mobility stakeholders and public authorities about the public soil that would need to be reserved temporarily for the event to dedicate parking spaces for all mobility modes that are considered within the selected measures. Stablish the timeframe well in advance of the event to avoid any setbacks before the events.
- III. Coordinate with the organizers of the events to reach the audience attending the event and communicate to them about all the alternative mobility measures that will be implemented the day of the event. This shall be done via newsletter (e-mail) and published in their website.
- IV. The company in charge of selling the tickets for the event shall offer the possibility for people attending the event to buy either a public transport ticket, receive a coupon to use sharing mobility with discounted fares or reserve their carpooling parking space, etc.
- V. The implementation of a systematic public communication campaign to raise awareness about the measures that would be enforced that may not be yet well known by the public, for example, the use of carpooling, shared taxi, sharing mobility modes and other possible mobility modes.
- VI. Implement an impact assessment procedure to monitor the impact of the selected measures on the short and long term. The following table (table no.1) gives an indication of the KPIs that could be monitored:

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Table No.1 KPIs that could be monitored during the implementation of the measures within this action plan

Indicators or KPIs	Baseline	Target
MOBILITY		
Public transport use (per event)		
Carpooling rides (per event)		
Sharing mobility rides (per event)		
Shared taxi rides (per event)		
ENVIRONMENT		
Congestion (Number of vehicles parked)		
Air pollution (relevant pollutant identification that is monitored within your city: Carbon monoxide, PM10 etc.)		
SAFETY		
Transport accidents (In the area of the event)		
SOCIAL		
Population with low access to public transport		
Disabled accessibility		
Elderly accessibility		
DECARBONIZATION OF TRANSPORT		
Private vehicle use		
Offered shared mobility services for big events		
Low and zero emission zones		
Transport infrastructure for new mobility modes, patterns and behaviours (priority corridors/lanes, dedicated parking etc.)		

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4. Big events operation center

A big events operation center could be implemented to centralize all information and data required to coordinate all relevant stakeholders to decrease car dependency during big-events. The big events operator center could have an interface so key stakeholders and the general public could access to all the necessary information for planning, evaluating and implementing the measures. The big events operation center could work by visualizing in an interface 4 elements (event data, measures, communication and monitoring) that could be showed in an online and offline manner.

The event data should contain all key information that is needed for the public and the operators to deploy the planned measures, it is key to being able to visualize the key stakeholders involved database, the local police indications in case of infringement of the no parking zones and the contact information of the people overseeing the implementation of the measures. Also is important being able to find the time in which the operators will bring their vehicles for the event.

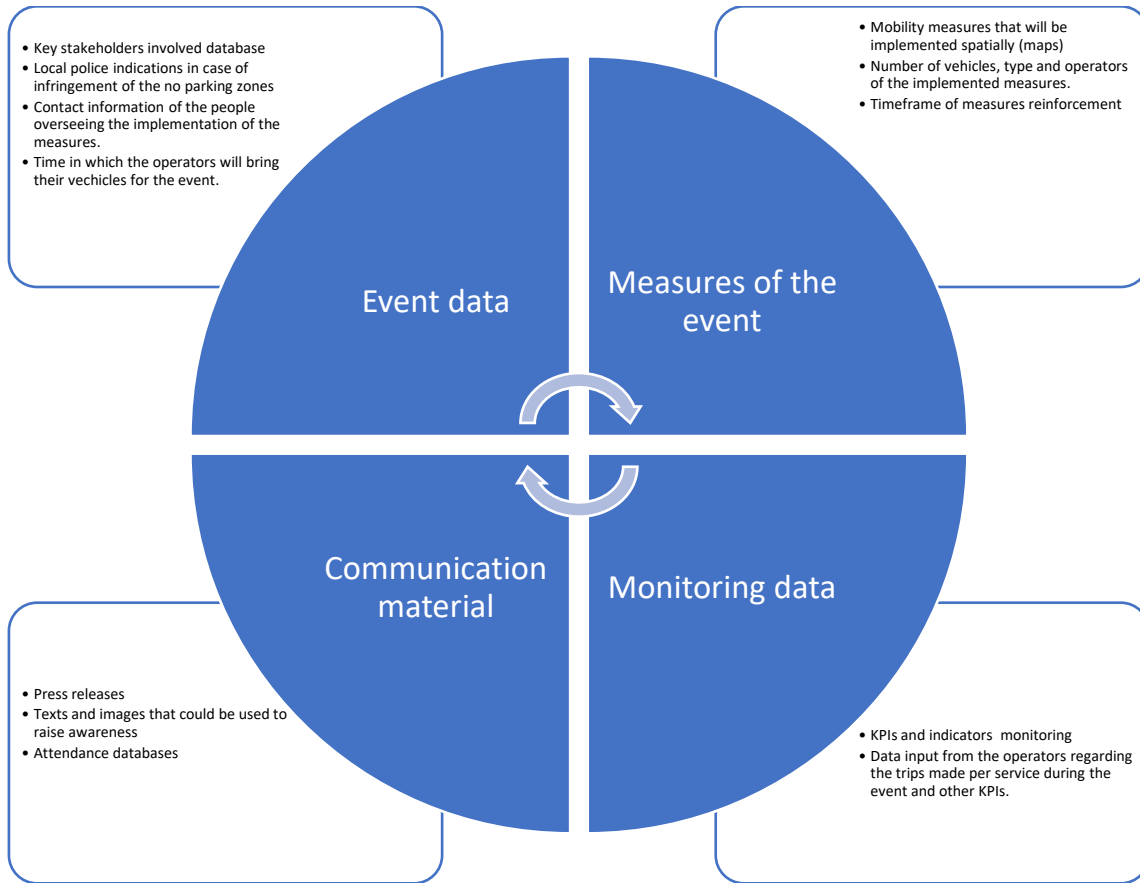
The second element that should be present in the big events operation center is the specific measures of the event and how they will be implemented spatially. The measures could be featured by maps or shapes. Is important to include the information about the number of vehicles, type and operator. Lastly, is important to showcase the timeframe of the measures reinforcement.

The third element that could be visualized in the big events operators center is the communication materials with material such as press releases, texts and images that could be used to raise awareness and the attendees databases that could be used to address all the material communication.

The fourth element is the monitoring data in which the KPIs and indicators addressed for monitoring could be showed and populated with the data input from the operators with for example, information such as trips made per service during the event, private vehicle use, etc (Please refer to the table No. 1. KPIs that could be monitored during the implementation of the measures within this action plan). The following image showcases all four elements that could be visualized through the Big events operator center.

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5. Conclusion

This action plan suggested eight different measures with specific actions that cities can implement to decrease car dependency during big events. Namely, the proposed measures have the objectives of enhancing walkability, promoting biking with private bikes or e-scooters, incentivizing low environmental impact sharing mobility modes, incentivize ride sharing within sharing mobility modes that include endothermic vehicles such as car sharing, raising private vehicle occupancy, potentialize public transport, limit the access of private vehicles by implementing no traffic zones, and implementing more sustainable parking management policies.

The proposed measures correspond to the ideal framework by which a city could implement these specific actions to build the tools to decrease car dependency during big events by enhancing alternative mobility modes. However, the measures that will be implemented in each city should be chosen accordingly to the local context, the local regulations, and willingness from citizens to use alternative mobility modes.

In this sense, is important as stated in section number two, to involve citizens through a survey or workshop to identify the most popular measures to then discuss directly with the key stakeholders about the implementation process. Once this process is concluded it is recommended as stated in section number three, to establish a protocol that is activated when all big events take place in the city. It is expected that by using in a consistent and repetitive way the selected measures when big events occur, attendees to the events will raise their awareness about the existence and benefits of using alternative mobility modes and hopefully influence the modal shift into decreasing car dependency during big events.

In a prospective manner, the action plan finishes by describing a big events operators center that centralizes all relevant information about the implementation of the selected measures during the big event. The operator center has the objective of facilitating the exchange of information between stakeholders for the planning, implementation, and monitoring of the selected measures.

This action plan lies under the willingness and need of cities to accomplish climate targets and achieve the decarbonization of transport in the upcoming decade. In this sense, these measures, actions, and guidelines could support cities into navigating this path.

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