

EIT Urban Mobility STRATEGIC AGENDA 2021 – 2027

EIT Urban Mobility - Mobility for more liveable urban spaces

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EIT Urban Mobility

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1. EXECUTIVE SUMMARY

Transforming urban mobility has the potential to transform people's lives. This is not only because urban mobility is something many people use to manage and shape their daily lives. Far more is at stake. Our current over-reliance on cars to get around cities has many negative effects on urban populations. These include noise and air pollution, the risk of accidents and the privatisation of public space to name but a few. Mentioned circumstances require changing systems of urban mobility to allow people and goods to move affordable, fast, comfortably, safely and cleanly but at the same time enable cities to reclaim public space from cars to make cities better places for people to live, work and play. That is EIT Urban Mobility's vision!

The 2020 COVID-19 pandemic has heightened the need to rethink the way that we live, work and move around in cities and how we use public space. It has furthermore underpinned the importance of a city's transport network and infrastructure to keep people and goods moving safely and efficiently. The pandemic galvanized cities to take transformative action to reshape mobility and the public realm to protect the health of Europeans, secure the wider benefits of increased active mobility for people and the environment and move away from a car-dependent transport system. It is more urgent than ever to reduce movements, reorganize cities' services schedules to flatten congestions peaks, diversify transport supply, integrate public transport and innovative mobility services, promote active mobility and reconquer space for walking and cycling, leisure, cultural and economic activities. EIT Urban Mobility, an initiative of the European Institute of Innovation and Technology, with our headquarters in Barcelona, Spain, aims to accomplish just that. This Strategic Agenda sets out how we will do so over the next seven years within the Horizon Europe Strategic Planning. To keep up with the dynamics of innovation and ensure that the strategy is geared towards maximizing impact, effectiveness of activities will be regularly assessed, and the strategy adapted as needed.

EIT Urban Mobility was officially launched in January 2019. Then the community already consisted of a total of 85 organizations, including city councils, companies, universities and research centres from 16 European countries. This number continues to grow. By pooling their knowledge and putting their very different skillsets to work, they aim to create an open innovation community that will become a Pan-European leading force for positive change in urban mobility by 2027.

Our mission and strive for transformational impact

At EIT Urban Mobility, our mission is to accelerate change towards a sustainable model of urban mobility and liveable urban spaces. As the leading European innovation community for urban mobility EIT Urban Mobility fosters integration by bringing together the key players across the whole value chain of mobility. We facilitate collaboration between cities, industry, academia, research and innovation and put the challenges facing cities at the centre of all our activities. We aim to develop and deploy solutions for the mobility of people, goods delivery and waste collection, that solve problems and create impact for cities and citizens.

All activities of EIT Urban Mobility serve the purpose of eventually achieving **three societal impact goals**:

- Improved quality of life in cities;
- Mitigation of and adaptation to climate change;
- Job creation and strengthening of the European urban mobility sector.

Five strategic objectives (SOs) steer our activities and ambitions and will lead us to achieve our goals for urban mobility and eventually societal impact:

- **SO1 – Create liveable urban spaces:** Minimising the space utilized by traffic to improve the quality of life and accommodate urban growth. This will be done by enabling solutions for better use, design and management of public space, and reduction of space allocated to cars.
- **SO2: Close the knowledge gap:** Re- and up-skilling of the workforce to support the transformation of the mobility sector driven by demand for safer, cleaner and more efficient solutions and new enabling technologies. This requires skills to adapt to new technology and business models with an entrepreneurial mindset.
- **SO3: Deploy green, safe, inclusive mobility solutions for people and goods:** Ensuring the fundamental right of mobility for all by fostering the take-up of novel mobility solutions designed around users' needs. Offering citizens access to a new generation of clean, safe, affordable, and equitable travel options.
- **SO4: Accelerate market opportunities:** Creating the enabling conditions to boost Europe's urban mobility sector's competitiveness on a global scale, protect and create new green and healthy jobs in both the public and private sector.
- **SO5: Promote effective policies and behavioural change:** Increasing social acceptance and citizen awareness of sustainable mobility solutions and creating a regulatory environment that allows those solutions to be competitive.

Our programmes

Our work is structured around five integrated programmes.

- **City Club** acts as a platform of cities building innovation within the mobility eco-system. Cities define challenges that drive the development of impact pathway priorities through innovation projects, entrepreneurship and targeted educational programmes, urban living labs and citizens engagement activities.
- **Academy** aims to close the knowledge gap by training the next generation of urban mobility practitioners, foster entrepreneurship and innovation capacity among the Master and PhD graduates.
- The **Innovation programme** takes fresh ideas and helps them grow to fruition by developing new solutions/products and services and testing them in cities.
- **Business Creation** helps turn the most innovative mobility projects into successful business ventures, by offering start-ups and existing businesses training, advice, funding and opportunities for networking.
- **Factory** is EIT Urban Mobility's exploitation arm and supports the process of scaling up solutions piloted and tested within the EIT Urban Mobility partnership and deploying them in cities across the world.

EIT's Regional Innovation Scheme (RIS)

Reaching out to other European countries, regions and further afield is also part of the partnership's remit. We use international outreach and act via the EIT's Regional Innovation Scheme (RIS). At EIT Urban Mobility, we integrate RIS key players in education, innovation and business creation activities what allows us also to analyse the gaps and to benchmark and initialise measures for the local

innovation ecosystem development. In addition, RIS beneficiaries may act as ambassadors and motivation for local actors, by disseminating the best solutions from the RIS region at European level.

Engaging with stakeholders

Through our communication, outreach and dissemination activities we aim to connect, engage and empower everyone from researchers to residents. Making them all part of our journey will help us to reach our vision. To do so, we approach key stakeholders and multipliers from the local, regional, national, European, international and EIT RIS context. EIT Urban Mobility will be actively involved in ongoing and emerging thematic and horizontal cross-KIC activities and will leverage its expertise to increase synergies between the different KICs, thereby contributing to and supporting the EIT strategic objectives, such as increasing the entrepreneurial and innovative capacities of Higher Education Institutions.

Measuring impact and delivering on financial sustainability

To ensure effectiveness and impact of our activities, EIT Urban Mobility measures relevant EIT-level outputs such as # of tested and marketed innovations, # of supported start-ups/scale-ups, and # of participants in education and training. KIC specific KPIs focus on improving public realm, pilot scaling and the involvement of citizens and local associations. Additionally, we monitor relevant city impact indicators, which reflect on the overall progress cities are making in different policy areas. Our Impact Pathway provides guidance for the selection of the most impactful projects and helps plan and project the targets that EIT Urban Mobility has to meet in order to successfully execute on its high-level societal goals and mission.

EIT Urban Mobility will follow a multi-annual business model as the best way of delivering maximum and lasting added value to society and industry. The long-term revenue model to ensure self-sustainability beyond year 15 relies on scalable services for a fee and passive revenue streams from investments. The main required assets will be built over the first years of our operation:

- Highly effective knowledge and information management processes and tools to drive dissemination and exploitation of results and create added value insights.
- Intensive collaboration and co-creation opportunities within a growing community to leverage network effects of the interdisciplinary and cross-sectoral partnership.
- Strong start-up portfolio with viable business models to generate return on investment.

By breaking down the silos between the different players in urban mobility and ensuring a central role for cities and citizens, EIT Urban Mobility aims to have a significant impact on the ground. New innovative ways of moving around the city will greatly improve people's quality of life, free up public space and give a significant boost to the competitiveness of Europe's mobility industry. Creating forefront knowledge and breakthrough concepts for sustainable urban mobility and attracting the best European talent to this critical and strategic area will make Europe a leader in urban mobility.

2. STRATEGIC ANALYSIS OF THE SOCIETAL CHALLENGE

Major societal challenges

Urban areas are home to over 70 % of the European Union's population and account for some 85 % of the EU's GDP¹. Having urban mobility systems that work well for people and goods is crucial for citizens' lives and our economies, but at the same time leads to several unsustainable effects – for the environment, society, and the economy.

Negative environmental and social impacts of urban mobility

Urban mobility accounts for 40 % of all CO₂ emissions from road transport and up to 70 % of other pollutants from transport². In addition to passenger transport, **freight transport is also a major contributor to GHG emissions and air pollution**, accounting for 6% of total GHG emissions and 30% of transport CO₂ emissions in Europe³. **Poor air quality and exposure to harmful air emissions caused 412,000 premature deaths in Europe in 2016**, according to an EU report released in 2019⁴. Hence, energy aspects to urban mobility are a major driver for sustainable development and innovation.

The predominance of motorized transport in urban mobility fosters a sedentary lifestyle, with rising rates of obesity, diabetes, cardiovascular diseases, and other public health problems as a result. Urban mobility has a big role to play in **tackling premature deaths derived from sedentary lifestyles and lack of physical activity by increasing levels of active mobility**. People cycling, on average, live two years longer than non-cyclists and take 15% fewer days off work through illness, and countries with the highest levels of walking and cycling generally have the lowest obesity rates (ECF, 2018).

People's physical and mental wellbeing is also dependent on the quality of places we live in. Having access to green spaces and water surfaces has proven health benefits⁵. However, in many cities more than 50 % of public urban space is taken up by roads and the space available for citizens for other uses such as work, trade, play, leisure, or social interaction is only one-sixth of that allocated to mobility. Reversing the trend is possible: cities such as Barcelona ("Superillas", superblocs), Milan ("Piazze Aperte" and "Strade Aperte", open squares and open street), Paris ("La ville du quart d'heure", the 15-minute city), or London (Healthy Streets) are adopting bold healthy street design principles to integrate health consideration into public realm design and turn streets into places for people: shoppers, diners, workers, visitors, etc., with more green areas and space for active mobility.

Road safety is a major cause of premature death and is a major societal issue While road fatalities have more than halved since 2001, 25,300 people still lost their lives on EU roads in 2017 and another 135,000 were seriously injured (EC, 2018).

¹ European Commission, Together towards competitive and resource-efficient urban mobility, 2013: https://eur-lex.europa.eu/resource.html?uri=cellar:82155e82-67ca-11e3-a7e4-01aa75ed71a1.0011.02/DOC_3&format=PDF

² European Commission, Mobility and Transport, 2019: https://ec.europa.eu/transport/themes/urban/urban_mobility_en

³ ALICE-ETP, 2019. Roadmap towards Zero Emissions Logistics 2050.

⁴ European Environmental Agency, 'Air Quality in Europe – 2019 Report', EEA Report No 10/2019, <https://www.eea.europa.eu/publications/air-quality-in-europe-2019>, (accessed 11 September 2020).

⁵ The Health Benefits of Natural Spaces, 2018, *iSGlobal* [website], <https://www.isglobal.org/en/ciudadesquequeremos#espacios-verdes>, (accessed 11 September 2020).

Economic impacts of urban mobility

The prevailing spatial planning and urban mobility model centred around the use of the private automobile is an inefficient use of space. Congestion in the EU is often located in and around urban areas and is estimated to cost 270 billion EUR per year — close to 2 % of the EU's GDP⁶.

The transport industry directly employs more than 11 million people in Europe, accounting for 4.5% of total employment, and represents 4.6% of GDP (EU transport policy, 2014). The emergence and promotion of new mobility services, and novel transport market driving forces (electrification, automation and digitalisation) are expecting to change **our world of work**. A rapidly changing transport sector attracts new talents, but there are challenges with **equipping existing employees with the skillset required for meeting the needs of emerging and future changes**. Some existing occupations are expected to fall dramatically or even disappear in the more distant future; some new professions are going to make their appearance to meet any emerging needs while several professions are going to change⁷. Many positions characterized by manual labor, e.g., customer services are going to be affected and maybe disappear due to the outbreak of IT solutions, technological developments, the development of retails and e-commerce services. Transport decarbonization and deployment of alternative fuels will also change occupations. **Several professions and new jobs are also expected to emerge in the future**⁸. Most new jobs are expected to have more upgraded software and technological competences, also including security (and cyber security) experts, legal services personnel and privacy protection specialists to handle issues related to data privacy. Emerging jobs in the areas of innovation and entrepreneurship, technology implementation and system transformation and change will require new skills, including but not limited to competences related to digital technology.

Covid-19

The year 2020 is marked by the COVID-19 outbreak. City leaders are taking fast and determined action to ensure people and goods can keep moving safely and that their **cities will emerge strengthened and more resilient out of the crisis**. Many cities follow **low-carbon strategies out of the crisis** by rolling out new walking and cycling infrastructure to take pressure off the public transport network once the confinement measures are eased, respacing streets for flexible uses, and adapting public transport to the new demand levels and health requirements. A significant reduction in air pollution levels has been observed across Europe⁹. Repurposing streets for more walking and cycling has boosted physical activity levels and active mobility¹⁰. However, as restrictions are lifted, there is growing evidence that pollution and road accident levels may return to pre-coronavirus levels if we fail to lock in the health benefits of active mobility, and reductions in air pollution levels. The rediscovery of proximity provides a window to shift faster from a target of increasing *mobility* to one of enhancing *accessibility* by revisiting public space, urban design and planning (OECD, 2020). Hence it is crucial to **continue driving behavioural change and promote related effective policies**, also after the health crisis, with a range of investments to pair economic recovery with environmental sustainability that emphasise clean forms of urban mobility, energy efficiency and circular economy. Creating the conditions for safer walking and cycling that make it possible for people to change their travel behaviour and providing the environment that can make behaviours become habits (e.g., public realm interventions to change urban spaces into places where people want to spend time and feel safe).

⁶ European Commission, 2019: https://ec.europa.eu/transport/sites/transport/files/studies/internalisation-study-summaryisbn_978-92-76-03076-8.pdf

⁷ Horizon 2020 SKILLFUL project, D1.1 Future scenarios on skills and competences required by the Transport sector in the short, mid and long-term, 2017.

⁸ SKILLFUL has identified 16 new jobs which either will be completely new or holistically altered. SKILLFUL [website], <https://skillfulproject.eu/>, (accessed 11 September 2020).

⁹ European Environment Agency, Air pollution, 2017:

<https://www.eea.europa.eu/themes/air/intro>

¹⁰ World Health Organization Europe; European Commission, Towards More Physical Activity in Cities, 2017:

http://www.euro.who.int/__data/assets/pdf_file/0018/353043/2017_WHO_Report_FINAL_WEB.pdf?ua=1

Specific RIS challenges

Regions participating in the Regional Innovation Scheme (RIS) face a set of common challenges that tend to be more prominent than in other regions of Europe: Very high urbanization rates and dynamic growth of cities, and simultaneously outdated infrastructure as well as missing good connectivity with surrounding regions. Additionally, the existing private and public transport fleets in these regions tend to be old, contributing to high traffic emissions. This problem is solidified by the fact that many car owners, while having a strong car-ownership centric mentality, have a limited spending capacity which directs their transport choice towards less expensive, more polluting vehicles.

The earlier separation of many RIS countries and the language barriers are still felt in innovation networks to this day. Furthermore, RIS regions often face negative effects of the correlation of GDP and innovation capacity, which can increase discrepancies in regional development. Despite the talent and entrepreneurial mindset, change and innovation in the RIS regions tends to slow down due to the conservative and risk avoiding policy making, as well as high risks of an entrepreneurial career and the limited support of start-ups and the innovation ecosystem.

Through RIS the EIT pays special attention to the unique challenges of the RIS regions and offers support to foster the urban mobility innovation in these regions.

The UN SDG and EU policy goals

The **relevance of the urban dimension in solving global societal challenges and driving change** has been recognised at the international level by the United Nations Conference on Housing and Sustainable Urban Development which adopted the New Urban Agenda at their Habitat III Conference in Quito, Ecuador, in October 2016. The European Union's policy in urban matters has followed suit with the launch of the Urban Agenda for the EU¹¹ and has reinforced their efforts to support local governments through suitable legislations, access to funding and knowledge share opportunities.

Cities have a central role in addressing two of the Sustainable Development Goal targets that are directly transport related: halving road deaths and injuries by 2020 (SDG 3.6); making cities safe and sustainable (SDG 11.2). With regards to road safety and urban transport in general, the European Commission has set out in 2017 their third urban mobility policy package "Europe on the move", a comprehensive set of initiatives that is addressing crucial areas and provides additional resources, guidelines and tools for making roads safer, transport systems more resilient and empowers local governments to develop Sustainable Urban Mobility Plans (SUMP)¹².

The New European Bauhaus (NEB) Initiative launched by the European Commission in early 2021 seeks to make the EU a leader in the circular economy, create a sustainable built environment and create inclusive, accessible spaces. Having the creation of liveable public spaces at the heart of its mission, EIT Urban Mobility is ideally placed to deploy and scale new solutions in cities in the wake of the NEB.

In Europe and globally cities, experts, and advocates are eager for cooperation and numerous initiatives exist that could prove worth liaising with to reinforce common advocacy efforts, aligning agenda and positioning the scientific knowledge and technical expertise which are unique to the European ecosystem on urban mobility players. These are presented in Chapter 5.5.

¹¹ EU Urban Agenda policy: https://ec.europa.eu/info/eu-regional-and-urban-development/topics/cities-and-urban-development_en

¹² European Commission, Mobility and Transport, Europe on the move, 2017:
https://ec.europa.eu/transport/modes/road/news/2017-05-31-europe-on-the-move_en

The **SWOT analysis** below outlines how EIT Urban Mobility is positioned to tackle the societal challenges highlighted here via a multidisciplinary approach:

<p>Strengths:</p> <ul style="list-style-type: none"> - Extended Knowledge Triangle Integration with cities as integral partners - Strength of core partnership: best in class players to drive local ecosystems - City challenge-driven innovation - Dedicated instrument to systematically drive pilot scaling (Factory) - Strong focus on citizen engagement - Fostering entrepreneurship in all thematic areas - Openness, outreach and continuous ecosystem development - Strong position to extend to RIS regions through Innovation Hubs in Barcelona and Prague and seven RIS Hubs in the first year of operation - Unique systemic approach and focus on urban mobility in the context of liveable public space - Cross-disciplinary approach from education to business creation 	<p>Weaknesses:</p> <ul style="list-style-type: none"> - Deployment of urban mobility solutions highly dependent on political will and setting of the right policies - Impact on city level cannot be directly measured, hence complex impact models required - Ambition of societal impact and systemic change requires high level of non-profit oriented funding and investment - Interest of big corporates and universities still focused on research and pre-competitive innovation, vs. business innovation, co-creation and benefits sharing - Lack of published data on urban mobility to develop sound local plans and strategies
<p>Opportunities:</p> <ul style="list-style-type: none"> - Be the network of networks: leverage synergies at global, EU, national and regional level - Fast scaling and implementation of solutions to cities of Europe and beyond - Foster international cooperation through expansion of City Club to non-European cities - Foster cross-sector collaboration by leveraging cross-KIC synergies - Establish strong link to cities' Sustainable Urban Mobility Plans influencing directly the "big" and major European game changers in the transport sector - Support the entrepreneurial and innovation capacity of higher education - Increase level of activity and impact through blended funding - Support cities to deliver on EU Mission on climate-neutral and smart cities - Synergies with New European Bauhaus Initiative to accelerate public space transformation 	<p>Threats:</p> <ul style="list-style-type: none"> - Complexity of urban mobility challenge is complicating strategic selection of high impact activities and monitoring of systemic effects of individual measures - Marginalization due to EU funding priority on other instruments - Big industry partners turn their backs on EIT Urban Mobility and move to other funding instruments - Loss of city partners due to overemphasis on commercialization of solutions and ROI from innovation projects - Fragmentation of EU funded initiatives - Progress highly depending on governments and their political agendas - Municipalities not able to sufficiently engage in activities due to capacity bottlenecks - Dilution of core partnership due to fast expansion of partner network - Organizational overhead due to high administrative requirements

3. VISION, MISSION AND STRATEGIC OBJECTIVES

3.1 KIC's vision

Creating sustainable mobility for liveable urban spaces for all citizens

We strive for a form of mobility that allows people and goods to move affordable, fast, comfortably, safely and cleanly but at the same time enables cities to reclaim public space from cars, creating more space for people to work, meet up and play.

The current urban mobility model shall transition into an affordable and efficient transport system offering multiple travel options and modes, encouraging the uptake of walking and cycling as healthier mobility habits, and supporting a competitive economy and a balanced regional development. We envision a system limiting emissions and energy waste; a mobility system that is no longer dependent on fossil fuels but is using renewable resources, while minimizing the impact on land use and noise generation, providing basic access to services and places, catering for people's and businesses' needs, respecting the individual right for clean air, a safe and inclusive mobility, and promoting equity within and between generations.

All activities of EIT Urban Mobility serve three societal impact goals:

- Improving quality of life in cities;
- Mitigating and adapting to climate change;
- Creating jobs and strengthening the European urban mobility sector.

3.2 KIC's mission

Accelerating change towards a sustainable model of urban mobility for liveable urban spaces

To inspire effective solutions for 21st century cities and strive for transformational impact, we pursue **five main urban mobility impact goals**:

- A multimodal transport system, services and infrastructure for people to access work, education, and leisure;
- Clean and efficient city logistics for goods deliveries for businesses and people;
- A mobility system that protects and fosters people's health and wellbeing;
- A green and human-friendly urban environment, and inclusive design principles;
- Europe's urban mobility sector leading the sustainable urban mobility transformation.

As the leading European innovation community for urban mobility, **we foster integration by bringing together the key players across the whole value chain of mobility**: We facilitate collaboration between

cities, industry, academia, and research. We engage people, connect communities, accelerate market opportunities, and educate students and professionals.

To solve the most pressing mobility challenges, **we put cities at the centre of all our activities**: The public sector faces a number of challenges with regards to planning and delivering an efficient, accessible, safe transport system while at the same time striving to reduce the negative externalities and accommodate growing mobility demands. Jointly with cities and citizens, at EIT Urban Mobility, we identify their most important challenges and needs to set the agenda and strategic focus of EIT Urban Mobility's programmatic activities.

We facilitate an ongoing exchange of knowledge on urban mobility within our community and steer activities in the fields of innovation, education and business creation, identifying good practices and high-impact solutions that can be deployed and scaled up in our cities in Europe and further afield.

3.3 KIC's strategic objectives

Five strategic objectives (SOs) steer our ambitions and will lead us to achieve our mission. Chapter 4 describes how we measure and monitor the contribution to our SOs and the impact of our activities.

SO1 — Create liveable urban spaces

Improving the quality of life and accommodating urban growth requires minimising the space and environmental footprint of mobility (GHG emissions, noise and air pollution). This will be done by enabling solutions for better use, design and management of public space, and reducing space allocated to motorised individual traffic. Innovative practices come primarily in the form of technical innovations or innovations in governance, regulation frameworks, planning processes and co-creation with citizens and stakeholders. Besides fostering the wellbeing of citizens, solutions will provide opportunities for direct and indirect business growth, skills acquisition, and job creation. We will also facilitate the uptake of a new style of city planning — from designing cities for cars to designing cities for people — and contribute to the development of the respective ecosystem and innovation capacity at European level.

Ambition: Be the driver of public space transformation for Europe's cities — from cities designed for cars to cities designed for people.

Impact goal: An increase of reallocated road space and a decrease of exposure of city inhabitants to emissions in 80% of City Club cities by 2027.

KPI target: More than 1.800 single interventions improving public realm by 2027.

Ambition: Become the leading and by far the largest provider of sustainable urban mobility related education and training in Europe.

Impact goal: Enhanced entrepreneurial and innovation capacity of education for the transport sector: By 2027 EIT Urban Mobility has educated 42.500 people in innovation and entrepreneurship, technology implementation, system transformation and change.

KPI target: 2000 graduates and 79 start-ups created from EIT labelled programmes, 150 new courses developed by 2027

SO2 — Close the knowledge gap

Europe is a global leader in sustainable mobility policy and know-how across all transport sectors. A few initiatives supported by the European Union contribute actively to training and knowledge transfer among professionals¹³. The transition to a greener economy and greener transport requires new skills, both for newly emerging and for existing jobs. EIT Urban Mobility strives to leverage existing pockets of excellence in education, investigate the skills required at different levels to cope with the

¹³ e.g. the European CIVITAS community since 2002; the European guidelines and handbooks for developing and implementing a Sustainable Urban Mobility Plan since 2013; a growing online repository of tools and training material via the ELTIS platform

increased technological developments like artificial intelligence, big data, connectivity technologies and blockchain, and expand them across the European mobility sector by promoting the ability to innovate through education and training across Europe. This will be done by offering training aimed at students, entrepreneurs and professionals which will be intersectoral, international, interdisciplinary and challenge-based and by contributing to the increase of innovation and entrepreneurship capacity building of Higher Education Institutions. EIT Urban Mobility aims at creating a more entrepreneurial mindset and preparedness to cope with technological changes. Special focus is put on bringing up the share of women working in the transport sector (from 22% in 2020 to at least 30% in 2027).

SO3 – Deploy and scale green, safe, and inclusive mobility solutions for people and goods

Ensuring the fundamental right of mobility for all by fostering the deployment of novel mobility solutions designed around people's needs and more respectful of the environment, and offering all citizens access to a new generation of clean, safe, affordable, and equitable travel options while reducing private car use (and ownership). At the same time addressing air quality and public health concerns, by boosting active travel as part of the daily routine, improving the user experience of public transport riders, and capitalising on the shared mobility schemes. EIT Urban Mobility will leverage and mobilise public and private

investments in sustainable mobility infrastructure and services to help increase the share of active mobility and public transport, and shift investments away from carbon-intensive solutions, integrate sustainable mobility infrastructure into the urban environment by architectural design, foster end-to-end travel and logistics chains by resolving the challenge of bridging the first and last mile.

Ambition: Become Europe's engine for innovation of integrated Urban Mobility solutions to reduce economic losses due to congestion, number of fatalities, pollution and CO₂ emissions induced by urban transport.

Impact goal: A mobility system that protects and fosters people's health and wellbeing: By 2027 75 mEUR of funding on sustainable mobility infrastructure will be mobilized.

KPI target: Scale 72 urban mobility solutions and design and test 215 innovations by 2027 within and across cities to reach more people and broaden impact of individual pilots and demos.

Ambition: Build an enabling environment in Europe to become the world leader in innovative urban mobility solutions.

Impact goal: Make Europe the leader in sustainable urban mobility transformation.

KPI Target: 164 innovations brought to the market. More than 700 start-ups and scale-ups supported, attracting 60 million EUR investments by 2027.

SO4 – Accelerate market opportunities

Create the enabling conditions to boost Europe's urban mobility sector's competitiveness on a global scale, protect and create new green and healthy jobs in both the public and private sector. Stimulate the entrepreneurial ecosystem to accelerate new business ideas, models and players and support the creation and deployment of technologically and socially innovative products and services. Contribute to start-ups,

SMEs, OEMs and suppliers to easily engage with each other and with cities and citizens about their needs and expectations.

SO5 – Promote effective policies and behavioural change

Bringing key players — private sector, academics and researchers, municipalities and citizens — together to increase social acceptance and citizen awareness of sustainable mobility solutions and create a regulatory environment that allows those solutions to be competitive in terms of price, accessibility, and comfort. Promote an active approach to regulation, helping remove barriers for sustainable urban mobility innovation and create a favourable framework for all. Enabling cities to monitor and assess the effectiveness of urban mobility measures to take more informed decisions and build facts-based narratives. Activities across various programmes will complement existing initiatives locally to achieve an increased modal share for sustainable mobility.

Ambition: Act as the European change agent for urban mobility policies and behaviors.

Impact target: EIT Urban Mobility co-creates with citizens and citizen associations in 40 European cities to foster user-centric design and fast uptake of sustainable urban mobility solutions and aims at increase in modal share in 100% of City Club cities by 2027.

KPI target: By 2027 EIT Urban Mobility projects have actively involved citizens and local associations in almost 470 demonstrations, pilots and living labs.

Implementing the Strategic Objectives and creating systemic solutions requires a highly integrated approach

EIT Urban Mobility is truly more than just the sum of its parts. It is a platform for EIT to build European and global leadership in urban mobility. By working together, we will leverage EIT funding by scaling up solutions and impact far beyond what could be achieved by partners working locally and in isolation. To support the full and effective achievement of the strategic objectives, results and impacts, EIT Urban Mobility deploys a broad range of activities, including:

- Innovation, education and training, business creation and support activities – part of the knowledge triangle integration;
- EIT RIS activities, for a real pan-European integration and community;
- Supporting the entrepreneurial and innovation capacity of higher education;
- Ecosystem coordination, support and management activities;
- Synergies and complementarities including cross-KIC and shared services;
- Factory offering advisory services, for the global urban mobility transformation.

The added and complementary value of EIT Urban Mobility *vis a vis* other innovation programmes lies in the unique approach of leveraging cross-disciplinary innovation in the extended knowledge triangle and the ability to bring about the integration of existing technologies and solutions by:

- ensuring that mobility is aligned with strategies for urban space through institutional cooperation to create public spaces that cater to the needs of both citizens and businesses;
- engaging citizens in the innovation process to make sure that new solutions meet citizens' needs, supporting a quicker adoption of new mobility and urban space concepts and accelerating the transition to more sustainable ways of being mobile;
- bringing together public authorities, industry, researchers and academics to create solutions that are not standalone but form an integral part of a city's mobility system.

EIT Urban Mobility will unlock the full potential of integration to foster sustainable mobility of people, goods and waste in our cities with highly interconnected programmes:

City Club – defining challenges and sharing best practices:

City Club is a platform for cities to collaborate with other local governments and the local mobility ecosystem, share good practice, upscale ideas and put them to work by addressing emerging policy areas. City Club is highly interconnected with the EIT Urban Mobility programmes by implementing strategies and measures to address city challenges through projects and scaling pilots (Innovation Area) and linking up start-ups and innovators with cities to access living labs and test viable business models (Business Creation Area). Catering for new skills and training requirements addressing the changing role of local governments and traffic managers as orchestrators of new mobility service providers and suppliers, and anticipating skillset needs in transport automation and digitalisation trends (Academy Area). City Club is also facilitating the new role of cities as “public space managers” by supporting large scale demonstrations and living labs to involve and educate citizens from all age groups, gender, social and cultural backgrounds towards sustainable mobility, co-create solutions and encourage new travel habits (Citizens Engagement Area). New products and services are tested and put into practice in real-life environments, selected locations will be defined as test beds.

City challenges have been clustered into nine Challenge Areas (s. Figure 1) which drive the design of our activity programmes for the coming years. Specific challenges originated by cities will be collected and refined periodically to address new priorities (e.g. the COVID-19 outbreak) and anticipate future trends and technology developments, with the aim to help meet city goals and objectives within their mobility strategy and achieve carbon neutrality targets. City Club will act as a networking platform for driving the public debate on policy and regulatory frameworks in a few strategic domains (e.g. the digital economy platforms, data sharing, climate neutrality, public realm management), and turning ideas into action by piloting innovative policies and measures through innovation projects, as well as reaching out to cities in the RIS regions in order to capture their specific challenges.



Figure 1 - The nine EIT Urban Mobility Challenge Areas

Innovation — from research to marketed innovations:

Innovation takes innovative solution components and prototypes, improves them and puts them into practice as a way of helping resolve the challenges. Interdisciplinary teams including cities, industry, researchers, academics and start-ups work together to develop urban mobility solutions and test them in real-life environments.

The main intervention areas of Innovation are:

- **Innovation Projects** – Main programme to respond to societal, technical, design and operational challenges. Community partners develop the priorities based on their needs and, in context of current State-of-the-Art, aim to have on-street and market impact within project year n+2.
- **Action & Impact Groups** - Exchange around the nine Challenge Areas beyond the current EIT Urban Mobility Community to animate the urban mobility ecosystem and harness non-EIT funds, public and private, to deliver rapid take-up of the Community's ideas and solutions.
- **Exploitation Programme** – Advisory programme to ensure that EIT funded projects deliver market-oriented and commercially successful solutions.
- **Small Calls** – Achieving innovation with smaller, faster, more agile projects working closely with problem owners in ongoing mentoring. These projects will be competitive awards for niche solutions with a Minimum Viable Product end point – leading over to the Business Creation programme for long-term development.

Academy — closing the knowledge gap:

Academy aims to train the next generation of urban mobility practitioners and overcome disciplinary fragmentation in the education system. It will provide intersectoral, interdisciplinary, international and entrepreneurial formats for students and working professionals and help develop the skills needed to build and manage the mobility solutions of the future.

The main intervention areas of Academy are:

- **Master School Programme** - Aims to meet the need for multidisciplinary cooperation and skills with a challenge-driven EIT-labelled master programme, combining technology with innovation and entrepreneurship training.
- **Doctoral Training Network** - Useful addition to existing sources of funding such as the EU's Marie Curie research fellowships. The aim is to bridge the gap between research and practice (policy and implementation) by building a platform for dialogue between key stakeholders.
- **Competence Hub** - Provides a customised and accessible way for busy professionals — people working for city authorities, public institutions, companies or start-ups — to learn about the latest topics in mobility and transport.

Business Creation — turning innovation into new businesses:

Business Creation provides a start-up-friendly environment, including access to partners, infrastructure and finance, accelerates the process of bringing innovative ideas to market and helps to boost the competitiveness of the European mobility industry.

The main intervention areas of Business Creation are:

- **Incubator** – Provides support for urban mobility entrepreneurs in concretizing their business ideas and creating start-ups in close cooperation with existing incubators.
- **Accelerator** - Provides support for innovative mobility solutions by nurturing start-ups focusing on the Challenge Areas. The programme with two intakes per year provides co-

working space, participation in living labs and business coaching as well as urban-mobility-specific expertise such as technology or market validation, product-market fit or market entry.

- **SME Hub** - Promotes long-term collaboration and is aimed at mature start-ups having completed our acceleration programme or external start-ups selected via a competitive process. Access to EIT Urban Mobility networks, cities' innovation projects and matchmaking opportunities for pilot projects with cities, promotion of global outreach and expansion of activities beyond Europe are at the centre of the SME Hub.
- **Finance2Move** - Offers financial and business support services such as Access2Finance to supported and alumni start-ups, as well as external applicants. Services include matchmaking with Venture Capital, and fast track access to other EU funding and acceleration programmes.
- **Financial Support** – Offers grants to applicants in return for contributions to the KIC's Financial Sustainability, as well as pure equity investments. The main Financial Sustainability Mechanism is equity in the start-ups, however alternatives are applicable when equity investments prove difficult to realize.

Factory — scaling innovations:

Using the multi-sided approach of thought leadership, market positioning and business relations, Factory will facilitate the proliferation of proven solutions and good practices and their scaling to the cities in Europe and beyond.

The main intervention areas of Factory are:

- **Bringing solutions to markets** - Support for innovative solutions' go to market. This entails creating the digital and physical marketplace with its associated consulting services for both supply and demand, e.g. on viable business models and commercialisation strategies, identification, certification and showcasing of EIT Urban Mobility projects' solutions and their scalability potential, and matchmaking activities with business actors who can integrate the EIT Urban Mobility portfolio.
- **Creating regional ecosystems** - For cities and regions seeking to develop an urban mobility innovation ecosystem, EIT Urban Mobility will leverage its experience in the knowledge triangle relations and its network of living labs to offer advice to cities and regions with specific tools for matchmaking, ideation, hackathons, etc., to deploy and run their ecosystems.
- **External funding support** - Support of EIT Urban Mobility partner consortia to access diverse sources of private and public funding on European, national, and regional level to scale up EIT Urban Mobility solutions and leverage the impact of EIT Urban Mobility funds.
- **Factory toolbox** - Providing tools to accelerate the scaling of urban mobility solutions, e.g. the Urban Mobility Assessment Model (UMAM) or a best practice data base. Tools developed within and beyond EIT Urban Mobility projects will be productized and hosted on the EIT Urban Mobility "Central Digital Platform" as the "Go-to shop" marketplace for "ready-to-use" tools for actors and decision-makers in the field of urban mobility.
- **Thought leadership** – Studies and opinion pieces to promote scalable solutions and contribute to current debates of relevance for urban mobility and raise EIT Urban Mobility's profile as a go-to reference in the field of urban mobility. Thought leadership publications will be developed using a cross-sectoral perspective, including representatives from across the extended Knowledge Triangle.

Citizen engagement – co-creating solutions and influencing behaviours:

Developing solutions with and for citizens is the key to delivering real change. We believe that if the different players can get to understand each other's preferences and priorities by working together in a shared endeavour, reaching a consensus becomes much easier. For citizens, this can increase social acceptance of change and speed up changes in people's behaviour. For the private sector, this can help adapt and overcome limiting regulatory frameworks. Successful stakeholder engagement will increase the ability to create, experiment, demonstrate, scale and deploy. Citizen engagement is therefore an important priority for EIT Urban Mobility.

Specific tools, channels and activities will be created aimed at citizens and end-users with the aim to build trust for long-lasting relations with citizens, create awareness of EIT Urban Mobility among citizens and end-users, enhance two-way communication, achieve social inclusion and stakeholder engagement, create opportunities to experience new products, systems and services, share information in stimulating formats in order to increase knowledge and interest in urban-mobility-related topics, and ensure citizens and end-users are part of the ideation process.

Regional Innovation Scheme - accelerate innovation in the whole of Europe:

According to the classification of the European Innovation Scoreboard (EIS) the European countries can be ranked as innovation leaders and strong innovators – being the strongest players in the KIC activities – as well as moderate and modest innovators. The EIT RIS programme's mission is to eliminate the major barriers preventing moderate and modest innovators from improving their innovation performance. The main aim is to overcome the missing or weak linkages among the key players, as well as the lack of know-how of innovation schemes and the missing structured, systematic approach towards innovation.

EIT Urban Mobility will share good practices and experience emerging from the EIT Community's activities, expand participation in KIC activities to all European countries, help disseminate the knowledge and know-how of the EIT Community and widen participation in the KICs across Europe. To reach the RIS programme goals and remove barriers between RIS and non-RIS regions, strong and intense cooperation has to be maintained across the community. The RIS programme therefore is an integral part of all EIT Urban Mobility activities, from attracting talent and ideas through to establishing business models and introducing innovative products on all markets.

For this purpose, the EIT RIS program takes measures to support:

- awareness-raising, increase of the visibility of EIT Urban Mobility activities and introduction of innovative solutions in the RIS countries;
- capacity building, education of professionals and entrepreneurs, use of cooperation opportunities in education, also as a tool to remove barriers of European network building;
- changing the mindset increasing citizen engagement, strengthening local knowledge triangle integration, encouragement of the experiment with new tools and technologies;
- ensuring know-how and technology transfer as two-way interaction to share the good practice of the experienced members of the Innovation Community and young start-ups and innovators regardless of regions;

- providing an opportunity for local initiatives, start-ups, talents, pilots, adaptations, and products from the RIS to appear at European level;
- introducing the special needs of the RIS regions to the innovation community, to jointly find new solutions;
- European benchmarking of the local innovation ecosystems, the knowledge triangle integration, the local acceptance of innovative solutions, the regional and national support schemes and the local regulation to support the identification of local gaps and potential solutions to close the gaps;
- building the local network and connecting and interconnecting it to the KIC community.

Overall, the EIT RIS is an integral part of the wider EIT Community outreach activities.

Gender equality and diversity principles constitute a principal element of EIT Urban Mobility's vision, mission and Strategic Objectives, are respected throughout the EIT Urban Mobility programmes and will be constituted in a Gender Policy to be developed over 2021.

4. IMPACT AND RESULTS

4.1 Impact

All of EIT Urban Mobility's programmes and activities serve the purpose of contributing to create impact in three areas, responding to the major societal challenges and following our vision:

- Improving quality of life in cities;
- Mitigating and adapting to climate change;
- Creating jobs and strengthening the European urban mobility sector.

What is required to deliver on the desired impact is a fundamental rethinking of the mobility and city planning paradigm. EIT Urban Mobility embraces an alternative approach focused on the mobility needs of people instead of car infrastructure.

EIT Urban Mobility collaborates with the knowledge triangle to identify barriers and change levers, align on focus areas and set mid- and long-term targets. The Impact Framework outlines the pathway to achieve the five Strategic Objectives (SOs), and ultimately deliver on impact. It identifies specific societal and economic measures that support our vision and mission. The overarching impact framework is shown in Figure 2. The impact that we aim to achieve in responding to the three major challenges has been analysed and broken down into different impact goals that respond to our five SOs.

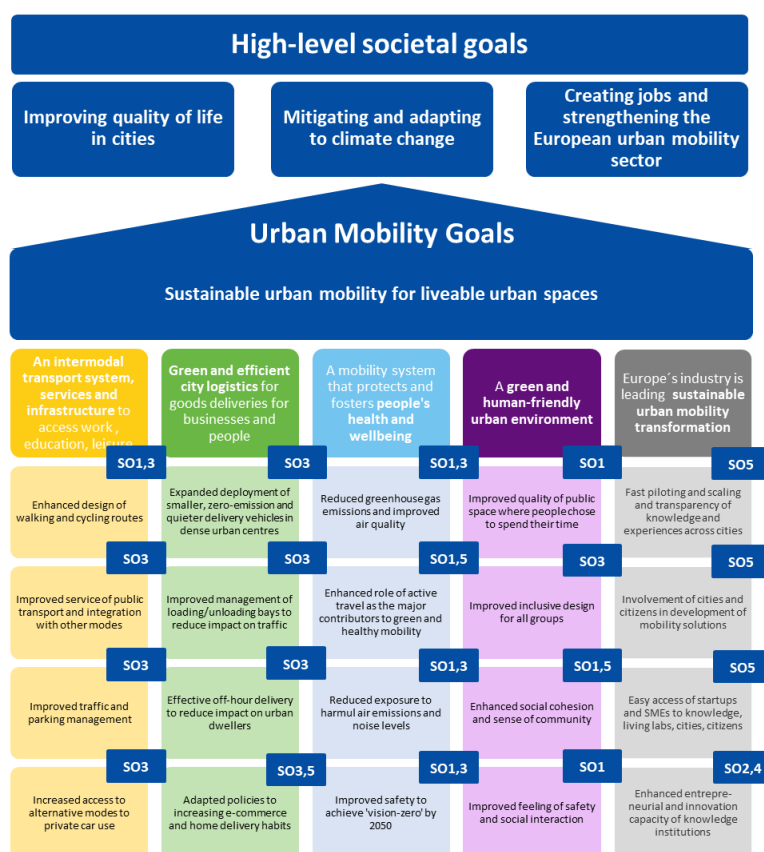


Figure 2 - Accelerating change towards sustainable urban mobility for liveable urban space by delivering on five impact goals relating to the SOs and contributing to our societal goals

The basic logic of our impact is shown in Figure 3 below: In order to achieve the (intermediate) outcomes, and eventually reach the intended long-term impact EIT Urban Mobility must undertake interventions according to its five SOs across all programmes to generate outputs that will contribute to achieving one or several of the required outcomes. To ensure effectiveness and impact of our activities, EIT Urban Mobility measures relevant outputs in the form of KPIs provided by EIT (EIT Core KPIs) as well as complementarily developed KIC-specific KPIs, and monitors City Impact Indicators, summarized in Annex I. These KPIs provide guidance for the selection of the most impactful activities and help plan and project the targets that EIT Urban Mobility has to meet in order to successfully execute on its high-level societal goals and mission.

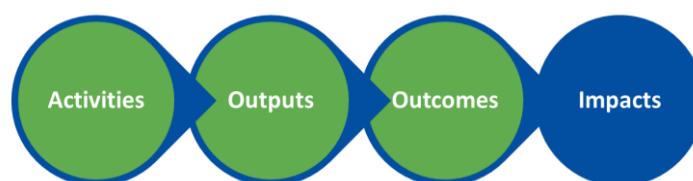


Figure 3 - From activities to long-term impact

Theory of Change (ToC)

Underpinning the EIT Urban Mobility Strategic Agenda is a Theory of Change (ToC) that articulates strategies, approaches and transformational interventions that will accelerate the EIT Urban Mobility mission of a shift to **sustainable urban mobility for more liveable urban spaces**.

To achieve this mission, EIT Urban Mobility will undertake interventions contributing to **five main urban mobility impact goals** (see Figure 2):

- Strengthening a multimodal transport system connecting people to jobs, education, and leisure, and expanding equitable access to mobility;
- Expanding clean and efficient city logistics for goods deliveries for businesses and people;
- Enhancing a mobility system that protects and fosters people's health and wellbeing;
- Supporting a green and human-friendly urban environment, and inclusive design principles;
- Enabling Europe's urban mobility sector to lead sustainable urban mobility transformation.

Each of these impact goals is complex and requires multiple steps and efforts of various stakeholders to be achieved. We have performed a **backwards mapping** in order to understand what **preconditions** have to be in place to achieve each of the impact goals and deliver on our five SOs. A more detailed analysis of the prevailing conditions is available in a longer version of this document, which outlines more clearly the framework in which EIT Urban Mobility is working and factors which affect our activities and ultimately our ability to achieve our desired impact.

The ToC provides the foundation for the intervention logic and guides the design, implementation, monitoring and reporting of EIT Urban Mobility's **five different programme areas** (Innovation, Academy, Business Creation, City Club and Factory). It illustrates how EIT Urban Mobility and our interventions have been designed to lead to specific results. The ToC highlights the multi-sectoral approach of the KIC and its role as an "integrator" working to bring together primary stakeholders and partners in the transport sector. Like any ToC, this is a living framework that responds to the emerging and evolving needs in a fast-paced changing sector, where we will need continuous assessment to re-orient EIT Urban Mobility's action to ensure the greatest societal impact is met with our instruments and the existing expertise in the partnership.

Assumptions and preconditions we have identified in the ToC will be monitored, validated or adjusted based on data and evidence, risks and external hindering factors which will be continuously identified (e.g. the health crisis impact on transport and economies, moving policy targets, climate emergency). Though we may not be able to always mitigate some of these, we aim to monitor and manage emerging issues affecting the way we deliver on the Strategic Agenda by making adjustments to programmes, and project design and implementation strategies.

4.2 Results

In order to reach our goals and have the desired impact as described above, we need to measure our progress. Measurement has the twofold purpose of (1) understanding if our actions are helping to move us in the right direction, and (2) to help us to decide what our actions should be.

Since the level of complexity is high, we need to define *indicators* that show whether we are likely to be moving in the right direction or not. Indicators are in our case quantitatively defined measures that

can be collected on an annual basis. The indicators can help us understand if we are moving towards achieving our goals and ultimately the impact that we aim for. Indicators are designed to measure the outputs from our actions. Based on our impact framework we have defined key performance indicators (KPIs) based on our 5 SOs, and within the context of EIT-defined Core KPIs. The SOs link the activities we perform and their outputs to our desired outcomes and ultimately the impact we want like to achieve (see Figure 3).

EIT Urban Mobility monitors its outputs through these KPIs. These relate to

- Annual EIT core KPIs (see Table 1);
- EIT Urban Mobility specific KPIs (see Table 2);
- EIT Urban Mobility city impact indicators (included in Annex 1).

The SOs are described in more detail in chapter 3.3. Below a summary of the primary KPIs¹⁴ that correspond to the SOs (also in Figure 3).

- **SO1 — Create liveable urban spaces**
We assess our progress by measuring our outputs in terms of road space re-allocation of public space and city impact indicators that look at pollutant emissions and modal share of sustainable transport on the city level as well as public realm improvements on activity level.
- **SO2 — Close the knowledge gap**
We measure our outputs in terms of graduates and participants in training programmes as well as new courses developed, and start-ups created from EIT Urban Mobility's educational programmes.
- **SO3 – Deploy and scale green, safe, and inclusive mobility solutions**
We measure our outputs in terms of number of innovation pilot scalings, designed / tested innovations, mobilised funding on sustainable mobility infrastructure, modal share of sustainable mobility, as well as orders for the Factory consultancy.
- **SO4 – Accelerate market opportunities**
For the SO on accelerating market opportunities, there are several EIT indicators that track outputs in terms of start-ups, marketed innovations, as well as investment attracted for start-ups supported by EIT Urban Mobility, and orders for the Factory consultancy.
- **SO5 – Promote effective policies and behavioural change**
We measure our progress through several indicators including participants in non-degree education and training, demonstration, pilots and living labs with the active involvement of citizens, participants involved in design and testing of innovation as well as city engagements in projects.

In particular, the following three city impact indicators will be monitored by observing the values of each respective indicator in the City Club members in 2024 (against 2020 values) and 2027 (against 2024 values) and assess if an increase or decrease in the values can be observed in a growing number of cities:

- Road space reallocation to public space
- City Club city inhabitants exposed to emissions in urban areas derived from road transport
- Modal share of sustainable mobility

For example, we assume that in 2024, compared to 2020 levels, 80% of the City Club members will have improved with respect to their inhabitants being exposed to emissions in urban areas derived

¹⁴ The Strategic Agenda displays selected KPIs that relate directly to the SOs. The EIT Urban Mobility Business Plans measure further operational KPIs of the KIC.

from road transport, namely by reducing all local indicators for PM, NO_x and black carbon thanks to the implementation of complementary policies and measures.

Indicator	Indicator name	SO1	SO2	SO3	SO4	SO5
EITHE02.1	Marketed Innovations					
EITHE03	Supported start-ups/scale ups					
EITHE04.1	Start-ups created of/for innovation					
EITHE05.1	Startups created of EIT labelled MSc/PhD programmes					
EITHE06.1	Investment attracted by KIC supported start-ups/scale-ups					
EITHE07.1	Graduates from EIT labelled MSc/PhD programmes					
EITHE08.1	Participants in (non-degree) education and training					
EITHE01.1	Designed / tested innovations					
EITHE14.1	Disseminated results/ good practice / lessons learnt					
KSN01	# Innovation pilot scalings					
KSN02	# Demonstration/pilots/living labs actively involving citizens					
KSN03	# Public realm improvements					
CII	Road space reallocation to public space					
CII	City Club city inhabitants exposed to emissions in urban areas					
CII	Modal share of sustainable mobility					
KONHE03.2	# City engagements in projects					
KONHE04	# Order for Factory consultancy					
KONHE21	# New courses developed					

Figure 3 - Overview of selected EIT Urban Mobility KPIs that relate directly to the five SOs

Targets for the KPIs are included in Table 1 (EIT Core KPIs) and Table 2 (selected KIC-specific KPIs excluding operational KPIs) while a fuller description of the links between KPIs, City Impact Indicators and impact is included in Annex 1. Note that we collect gender-segregated data where it is appropriate.

Table 1 Annual EIT Core KPI targets

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	#Designed/Tested Innovations	17	30	30	30	35	35	35	212
EITHE01.3 EITRIS	EIT RIS Designed/Tested Innovations	15%							
EITHE01.4 EITRIS	#EIT RIS Countries – Designed/Tested Innovations	5 countries per year							
EITHE02.1	#Marketed Innovations	15	17	20	22	27	30	33	164
EITHE02.2 EITRIS	EIT RIS Marketed Innovations	15%							
EITHE02.3 EITRIS	#EIT RIS Countries – Marketed Innovations	5 countries per year							
EITHE03.1	#Supported Start-ups/Scale-ups¹⁵	118	100	100	100	100	110	120	748

¹⁵ Target includes supported RIS startups, i.e. early-stage startups (without legal entity). Subject to change in case of revised startup definition.

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE03.2 EITRIS	EIT RIS Start-ups/Scale-ups Supported	25%							
EITHE03.3 EITRIS	#EIT RIS Countries – KIC supported Start-ups/Scale-ups	6 countries per year							
EITHE04.1	#Start-ups created of/for innovation¹⁶	19	10	10	10	10	10	10	79
EITHE04.2 EITRIS	#EIT RIS Start-ups created of/for innovation	30%							
EITHE04.3 EITRIS	#EIT RIS Countries – Start-ups created of/for innovation	4 countries per year							
EITHE05.1	#Start-ups created of EIT labelled MSc/PhD programmes	2	4	7	11	14	18	23	79
EITHE05.2 EITRIS	#EIT RIS Start-ups created of EIT labelled MSc/PhD programmes	15%							
EITHE05.3 EITRIS	#EIT RIS Countries – Start-ups created of EIT labelled MSc/PhD programmes	1 country per year starting from 2023							
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (in mEUR)¹⁷	3	5	8	9	10	11	12	58
EITHE06.2 EITRIS	Investment attracted by KIC supported EIT RIS Start-ups/Scale-ups	15%							
EITHE06.3 EITRIS	# EIT RIS Countries – Investment attracted by KIC supported EIT RIS	3 countries per year							

¹⁶ Target includes startups created of RIS activities.

¹⁷ Rounded to mEUR

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
	Start-ups/Scale-ups								
EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes	0	50	130	300	450	500	550	1980
EITHE07.2 EITRIS	# EIT RIS Graduates from EIT labelled MSc/PhD programmes	15%							
EITHE07.3	% of Graduates in same disciplines from partner HEIs	0	0	1	1	2	2	3	-
EITHE08.1	#Participants in (non-degree) education and training	2700	2700	4100	6000	7500	9000	10500	42500
EITHE08.2 EITRIS	# EIT RIS Participants with (non-degree) education and training	15%							
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	0	2	10	20	30	35	40	137
EITHE09.2 EITRIS	# EIT RIS EIT labelled MSc/PhD students and graduates who joined Start-ups	15%							
EITHE10.1	# Active KIC Partners	182	202	223	233	233	243	253	1350
EITHE10.2 EITRIS	# EIT RIS Active KIC Partners	15%							
EITHE10.3 EITRIS	# EIT RIS Countries – Active KIC Partners	10 countries per year							
EITHE11.1	FS revenues	5	6.6	8.4	8.4	9.9	11.2	12.7	62.4
EITHE11.2	% FS coefficient	15	18	20	19	18	19	20	19

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE13.1	# KIC success stories ¹⁸	20	20	20	20	20	20	20	140
EITHE13.2 EITRIS	# EIT RIS Success stories	3 success stories per year							
EITHE13.3 EITRIS	# EIT RIS Countries – Success stories	2 countries per year							
EITHE 16.1	# HEIs involved in EIT and KIC activities	25% of Active KIC Partners							
EITHE 16.2	# RIS HEIs	15% of HEIs involved in EIT and KIC activities							
EITHE 16.3	# HEIs involved in the new HEI Action	6	12	24	36	48	60	72	129
EITHE 16.4	# RIS HEIs	20%							

Table 2 KIC specific KPIs¹⁹

KIC specific KPIs	2021	2022	2023	2024	2025	2026	2027	Total
# Innovation pilot scalings: number of innovation products and/or processes scaled by expanding or replicating pilot or small-scale project to reach more people and/or broadening the effectiveness of an intervention. (KSN01)	7	10	11	11	11	11	11	72
# Demonstrations/pilots/living labs within a project that actively involve citizens and/or local associations (KSN02)	44	51	63	70	75	80	85	468
# Public realm improvements: number of successful single interventions repurposing road space, giving more space to pedestrians and cyclists, improved routes, greening, parklets, etc (KSN03)	50	75	100	200	300	500	600	1825

¹⁸ Target set by EIT by default.

¹⁹ KIC specific KPIs measuring impact on sustainable urban mobility and liveable city goals. On activity-level further KIC specific operational KPIs are measured.

5. GOVERNANCE AND OPERATION MODEL

5.1 Partnership

The EIT Urban Mobility partnership has been carefully constructed to bring together world-leading partners: Europe's most innovative cities, promising companies and top universities and research institutes. Together they make a truly pan-European network of complementary stakeholders, representing various disciplines and sectors ranging from transport, logistics, insurance, energy, waste, manufacturing, retail, engineering, computing software and hardware to policymakers and regulators.

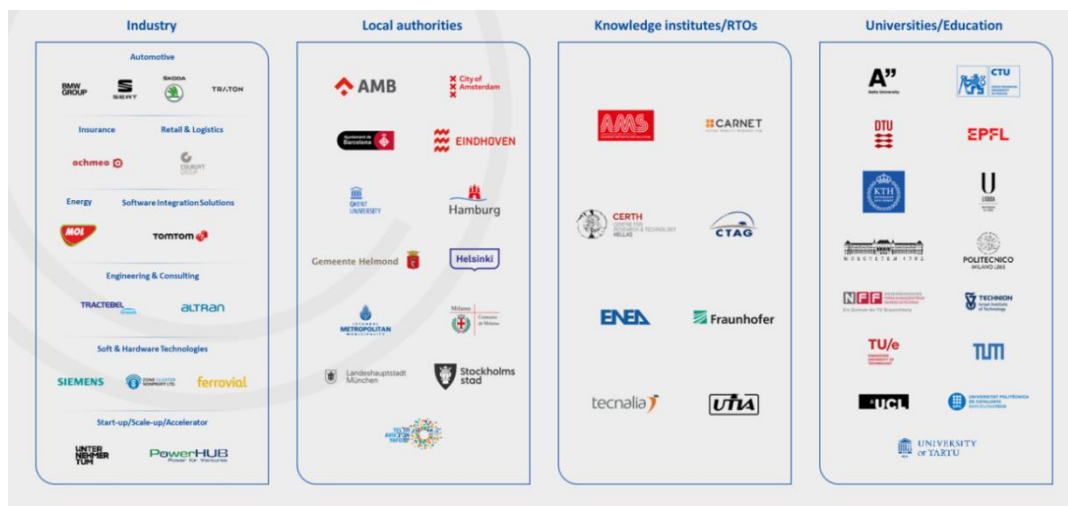


Figure 4 - EIT Urban Mobility Core Partners (status December 2020)

Such diverse expertise can overcome the organisational fragmentation currently found in the urban mobility sector by breaking down existing silos. This puts us in a strong position to create significant impact along the innovation chain. We address urban mobility challenges in a systemic way by closing the circle between innovation, regulatory and behavioural change. We believe in incremental but fundamental change, based on multi-stakeholder collaboration. Overall transformation towards sustainable urban mobility is a process of interlinked complementary steps and changes. Continuous collaboration with stakeholders and citizen engagement is key on building momentum.

The primary goal of growing our partnership is to be in the best position to carry out relevant projects within the specific EIT Urban Mobility programmes. We select new partners based on their ability to contribute to our mission and strategy. Key to grow our partnership, both from a strategic and from a quantitative perspective, is visibility and outreach and making sure new partners can easily engage in our activities. The structure of the three partner categories foresees and stimulates a process of upgrading of partners' level of engagement in our operation. By doing so, it contributes to important aspects of financial sustainability and balance of costs and benefits among the different categories and

rewards long-term, strategic engagement of partners. The partner participation model caters for both legal requirements as well as strategic considerations:

Table 3: EIT Urban Mobility Partner categories²⁰

Core Partner Tier 1/2	Long-term commitment is key to anchor the KIC's strategy and operational know-how in the partnership and secure continuity across grant cycles	<ul style="list-style-type: none"> • Members of EIT Urban Mobility Association • Strongly involved in shaping the EIT Urban Mobility strategy and driving KIC Added Value Activities (KAVA) • Participation in all events • Members of Steering Committee of the respective Innovation Hub • Fees (2021): 50.000 EUR (Tier 1) and 30.000 (Tier 2)
Project Partner	Openness is key to ensure that our partnership can dynamically grow and adapt its capabilities and innovation capacity to the solutions required.	<ul style="list-style-type: none"> • Not members of the EIT Urban Mobility Association • Any non-core partner entity adding value to a specific KAVA • Participation in all events, default re-categorisation to Network Partner status when KAVA is finalised • Paying an annual fee
Network Partner	The project and network partner categories ensure low entry barriers, which is particularly important to attract SMEs and start-ups and integrate them into the core Knowledge Triangle activities.	<ul style="list-style-type: none"> • Not members of the EIT Urban Mobility Association • Entities who do not (yet) participate in KAVAs but add value to the regional ecosystem through knowledge exchange and non-KAVA activities • Participation in events on Innovation Hub level and selected other activities/events • Formalised affiliation and a high level of integration with Innovation Hub • No membership fee but participation fees apply for select events • Network partners from RIS regions have access to EIT RIS grants

EIT Urban Mobility partners are well connected within their local ecosystems and to partners outside of the core network. These external partners will be approached to support our future expansion. The overall principle is to grow our partnership based on excellence, complementarity, balanced geographical representation and from the different sides of the extended knowledge triangle. We will constantly strive to identify competence gaps in our partnership and search for partners which add further value and will help EIT Urban Mobility to deliver on its strategic objectives and targets.

Further, the following criteria are used to evaluate the value that prospective partners can bring: spatial fit overall and within the respective innovation hub, competence and content fit overall and within the respective innovation hub, connection to the EIT Urban Mobility strategy, potential to contribute to the delivery of our KPIs and finally the partners' dedication and motivation.

To prepare for a decision on the accession of prospective partners, their applications will be analysed and evaluated against the criteria as described above. This analysis will subsequently result in a ranking of prospective partners per partner category. Based on this ranking, recommendations on accession of prospective partners will be prepared for the decisions by the respective bodies of either the Association or the KIC Legal Entity. The evaluation feedback will be communicated to the applicants.

By 2022 EIT Urban Mobility aims to have 257 partners (78 core partners²¹, 100 project partners and 79 network partners²²), by 2027 the target is set at 327 partners (90 core partners, 150 project partners and 87 network partners). Our partner growth strategy is based on required innovation capacity and available funding to be absorbed to deliver on KPIs.

²⁰ EIT Urban Mobility will revise the partnership model to adapt to Horizon Europe during 2021.

²¹ Partner categories might change as EIT Urban Mobility will revise its partnership model to adapt to Horizon Europe.

²² Including RIS partners

Table 4: KIC partnership growth strategy

	2021	2022	2023	2024	2025	2026	2027
#CLCs	5	5	6	7	7	7	7
#EIT RIS Hubs	12	14	15	16	18	20	21
#CLSs & #EIT RIS Hubs	17	19	21	23	25	27	28
# Number of partners ²³	229	257	287	297	307	317	327
# Number of project partners ²⁴	92	100	110	120	130	140	150
# Partners ²⁵ from EIT RIS countries	35	50	65	80	95	110	125

In line with the EIT Urban Mobility RIS strategy EIT Urban Mobility will already engage 12 RIS Hubs in 2021. With growing numbers from year to year, 125 active RIS stakeholders (including core, project and network partners, RIS Hubs, RIS subgrantees) will be reached by 2027. The (core/project/network) partner RIS organizations will be closely linked to one of the Innovation Hubs. In contrast to network partners from non-RIS regions, these organizations will have access to EIT RIS subgrants.

Through the RIS programme and involvement in events and activities of the Innovation Hubs, EIT Urban Mobility will steadily increase participation level of organizations from RIS regions to eventually increase the number of core and project partners from RIS regions. The RIS Hubs will be linked to the CLCs to increase our presence in RIS countries and some of them will evolve into CLCs.

By means of City Club we aim to represent a group of local governments that are diverse in terms of size, typology, country, and administrative setup expanding the number of City Club members by over 10% per year. Having a high number of public authorities on board is key for our strategy of innovating in the extended knowledge triangle and delivering on the mission of transforming urban mobility for all Europeans. Cities that are core partners are by default members of the City Club. However, City Club members are not by default core partners (e.g. because they are not from a Horizon Europe associated country). As there is a need for a balance of the knowledge triangle across Innovation Hubs and EIT Urban Mobility overall, a set growth rate for cities as core partners is defined. Strong representation of RIS cities is a highlighted goal. Cities partnering in innovation projects can request to join the City Club and contribute to knowledge sharing of their own city experience in projects and lessons learnt.

5.2 Governance

Governance principles

EIT Urban Mobility has based its governance structure on the experience of existing EIT Innovation Communities and in line with the requirements of its remit. Following the EIT principles of good governance, the structure ensures a clear separation of supervisory and management powers. At the same time, the structure allows for efficient management processes to create impact and to facilitate extensive collaboration between all partners and with their wider networks.

²³ Partners, which have an influence on a KIC's operations. This includes Core, Project and Networks partner (incl. RIS partners) as defined in the chapter 5.1.

²⁴ Activity partners, which are involved only in implementation of KICs activities.

²⁵ The simplified term RIS partners is used for any type of RIS involvement (as core/project/network partner and non-partner RIS stakeholders (e.g. RIS subgrantees, like the RIS Hubs))

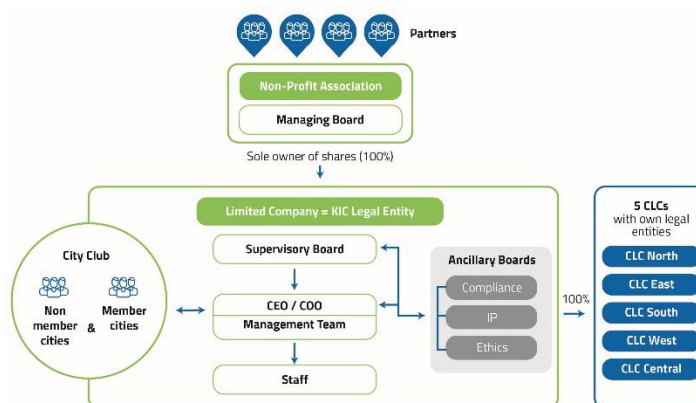


Figure 5 - Overall legal structure of EIT Urban Mobility

The governing bodies of the association are the general assembly and the managing board. The general assembly is the highest decision-making body in which core partners, i.e. members, have voting rights and elect the managing board which – in turn – represents, leads and manages the general assembly. The general assembly approves the Strategic Agenda of EIT Urban Mobility and our annual Business Plans. It also decides on the admission of new members and partnership fee categories.

For daily operations, the association has set up a limited liability company in which it is the sole shareholder. The company (KIC Legal Entity) encompasses the supervisory board, as its main governing body, and the management team, as its main executive body in charge of day-to-day operations.

The supervisory board has the key functions of leading a strategic and non-operational governance role in the KIC Legal Entity, supervising and monitoring the fulfilment of its activities in accordance with the Strategic Agenda and compliance with the EIT Good Governance Principles. The supervisory board is elected by the general assembly of the association, is composed of an independent chairperson recruited through an open call, five members elected by the five CLCs (one each) and additional complementary and independent members with supplementary skills and experience from across the extended knowledge triangle selected through open calls. Independent members are aimed to constitute at least half of the supervisory board by 2022. In its composition the supervisory board should reflect gender diversity as well as diversity of the partnership and the balance between industry, research institutes, universities and cities. Three ancillary boards staffed by experts advise the supervisory board and the CEO on the following: ethical, privacy and social implications (contributing to the KIC's impact framework and measurement of societal impacts); compliance, audit and legal affairs board (any compliance issues affecting KIC or its partners as well as citizen/ consumer protection matters); intellectual property (advisory/mediation role on knowledge transfer/IP-related issues, also acting on request of partners).

Operations

The management team is acting as the executive committee of the KIC LE and executes and manages the day-to-day operations of the KIC LE. It is led by the Chief Executive Officer (CEO) and comprises the Chief Operating Officer (COO), the Directors of Innovation, Business Creation, Academy, Heads of Factory, City Club, the Innovation Hub (CLC) Directors, the Head of Communication and Stakeholder Relations and the RIS Manager. The members of the management team are professionals with recognised experience in the field, independent from the core members of the association and KAVA partners. EIT Urban Mobility strives for a team that is diverse regarding nationality and gender, with

women constituting at least 40% of the team (vs. only 22% of women in the European transport sector²⁶).

The association and the KIC Legal Entity are located in Barcelona, Spain. Five Innovation Hubs, i.e. CLCs, fully owned by the KIC Legal Entity, have been set up across Europe to facilitate implementation of the Strategic Agenda and annual Business Plans. In addition, EIT Urban Mobility is represented with an office at the EIT House building in the European district in Brussels. The RIS Manager and part of his team is located in Budapest, Hungary, at the same building where the EIT is headquartered, sharing an office with the RIS teams of other KICs.

Each Innovation Hub builds on existing network structures with industry, SMEs, start-ups, universities, research institutions and cities to leverage competences available in the local ecosystems. Directors and staff of the Innovation Hubs are closely involved in setting local priorities extend and nurture the partnership and liaise with local stakeholders. Innovation Hubs monitor the progress of activities led by partners from their respective hubs, actively support and advise partners, e.g. on reporting. These functions are supported by staff of the thematic areas in a matrix structure. The management of Innovation Hubs follows EIT principles of good governance including the EIT Urban Mobility code of good conduct with its policy on conflict of interest, as well as the KIC's HR, procurement and anti-fraud policies. As direct subsidiaries, all Innovation Hubs periodically report to and are monitored by the KIC LE and as such are directly accountable to CEO, COO and the supervisory board. Each Innovation Hub has its own advisory committee being composed of all core partners allocated to the respective Innovation Hub. The advisory committees does not hold executive powers.

The objective of the Innovation Hubs is to create a vibrant innovation eco-system, ensuring effective knowledge and activity management and prominent regional visibility. The initial Innovation Hubs (CLCs) cover the whole of Europe, work together, share good practices, and seek synergies. This collaboration is also enforced by the general rule that innovation projects need to involve partners from at least two Innovation Hubs. Ideation and matchmaking events for the entire community and cross-hub events on selected thematic areas combined with site-visits to local infrastructures and living labs will facilitate collaboration and add value for partners. Innovation Hubs engage in additional activities compatible with the KIC strategy by accessing local, regional or national sources of funding, thereby contributing to the overall EIT Urban Mobility mission and financial sustainability strategy.

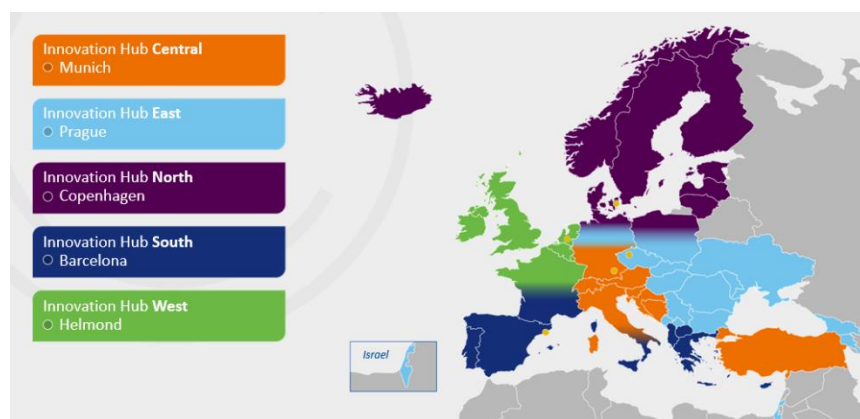


Figure 7 - EIT Urban Mobility Innovation Hubs

²⁶ European Commission, Mobility and Transport, 2019: https://ec.europa.eu/transport/themes/urban/urban_mobility_en

5.3 Budget

The KIC activities will be mainly financed through the EIT Grant during the period of 2021 to 2027, in line with the general guidelines from EIT applicable to 4th wave KICs.

Additionally, the KIC will work on obtaining contributions from third parties, mainly membership fees, and concurrent funding and but also funding from alternative sources, such as:

- voluntary contributions from Member States, associated countries or third countries or public authorities within them;
- contributions from international bodies or institutions;
- capital endowments;
- bequests, donations and contributions from individuals, institutions, foundations or any other bodies established under national law;
- financial instruments, including those funded from the general budget of the Union.

The budget projection of the Strategic Agenda is based on the distribution per type of activity of the expected EIT budget allocated to EIT Urban Mobility for the period 2021-2027 in line with the available information of the future regulation of the KICs (EIT KIC Partnership Agreement; EIT MGA art. 16 and annex 5) in the future programming period under Horizon Europe, and the general guidelines from EIT applicable to 4th wave KICs (Guidelines for the 2021 KIC Business Plan and estimated budget).

The budget estimation for the period 2021-2027 is based on the assumption that the maximum EIT funding for the first year of performance (assumption of 5 first years-2020-2024) is 100%, 80% for the mid-term period (assumption of 5 following years - 2025-2029) and 50% for the last period (assumption of 5 last years – 2030-2035).

In addition, an obligation of co-funding of 30% for the innovation pillar was assumed, resulting in a total contribution of EIT lower than the maximum 100%. The EIT contribution is assumed at 85% of the budget for the initial period 2023-2024, and an average EIT contribution of 83% for the whole programming period of this Strategic Agenda. Co-funding is the only partner contribution considered in this model.

Table 5: Planned allocation of funding/investments

Use of funds (in % of total budget)	2021	2022	2023	2024	2025	2026	2027
Innovation	25%	27%	25%	25%	25%	25%	25%
Academy	20%	18%	18%	17%	17%	17%	17%
Business Creation	12%	12%	16%	17%	19%	19%	19%
Knowledge Triangle Integration							
Activities	57%	57%	59%	59%	61%	61%	61%
EIT GRANT							
Total KAVA costs	62%	62%	63%	61%	64%	64%	59%
Dissemination & Outreach							
City Club	6%	6%	6%	6%	6%	6%	6%
Factory	1%	1%	2%	2%	2%	2%	2%
	3%	3%	5%	5%	5%	5%	5%

Ecosystem Support EIT GRANT	10%	10%	13%	13%	13%	13%	13%
Total KAVA costs	9%	10%	12%	13%	13%	13%	13%
Administration and Management EIT GRANT	18%	15%	12%	12%	10%	10%	10%
Total KAVA costs	15%	13%	10%	11%	9%	9%	9%
Cross KIC and HEI	7%	7%	6%	6%	6%	6%	6%
RIS	9%	10%	10%	10%	10%	10%	10%
Cross KIC and RIS EIT GRANT	15%	17%	16%	16%	16%	16%	16%
Total KAVA costs	14%	16%	15%	15%	15%	15%	16%

Table 6: Overview on the financing of KIC activities (MEUR)

KIC Financing (mEUR)	2021	2022	2023	2024	2025	2026	2027	Total
EIT Grant	33.88	39.59	43.46	47.70	58.30	63.60	66.78	353.31
Partner contributions	5.78	6.05	7.86	11.85	15.35	17.10	28.37	92.35
KIC LE Investments	0.60	0.60	0.60	0.60	0.60	0.60	0.60	4.20
Third party contribution	0.20	0.30	0.35	0.40	0.45	0.50	0.55	2.75
Total Funding	40.46	46.54	52.27	60.55	74.70	81.80	96.30	452.61
% of EIT grant of the total budget	85%	87%	85%	80%	79%	79%	70%	79%

5.4 Financial Sustainability

EIT Urban Mobility will follow a multi-annual business model as the best way of delivering maximum and lasting added value to society and industry. The multi-annual business model considers that the EIT funding will peak in 2026 and gradually decline after that. Until the funding peak, we will focus on building a business model that will generate enough revenues to ensure that the organization can self-sustain its core function as a community facilitator after the 15-year EIT funding cycle (2034+).

The long-term revenue model to ensure self-sustainability beyond year 15 relies on scalable services for a fee on the one hand and passive revenue streams from investments on the other hand. The main assets required for this business model will be built over the first years of operation:

- Highly effective knowledge and information management processes and tools to drive dissemination and exploitation of results and create added value insights.
- Large community member base to generate network effects.
- Strong start-up portfolio with viable business models to generate return on investment.

Membership fees are an important contribution from the inception of the KIC. To be a sustainable income stream in the long run, EIT Urban Mobility must build a strong value proposition for partners

around our role as a community facilitator and knowledge hub for urban mobility. Constant evolution of the value proposition based on the needs of the community and partners will be a common focus of the management team from year one.

EIT Urban Mobility will also tap into other funding sources such as third-party research and innovation grants as well as further sources like contributions from regional or national governments. As developing and deploying innovative and commercially successful urban mobility solutions are at the heart of EIT Urban Mobility, managing and exploiting Intellectual Property (IP) is of utmost importance. Proper IP management is required to motivate strong investments by partners required to accelerate change. At the same time, success of the EIT Urban Mobility Factory to accomplish its intended purpose also depends on “strategic manoeuvrability” and access to certain IP and results created. To stimulate business growth, accelerate development of new products and services and boost Europe’s competitiveness, EIT Urban Mobility IP policy focuses on:

- taking into account how to protect IP and comply with applicable regulations, such as GDPR, throughout projects.
- exploiting the full potential of the partnership and its activities, while still respecting third party IP and contractual rights, including patents and open source or commercial software license agreements. This will be especially important in the case of Factory, which turns single project results into integrated, transferable urban mobility concepts.
- facilitating negotiations between partners on access to background IP, information, knowledge and data held by specific partners.

EIT Urban Mobility will also actively promote the use of dormant IP held by members of the partner network and help negotiate terms and conditions for releasing such IP by means of student projects, start-ups and SMEs.

Revenue Streams

EIT Urban Mobility will be mainly relying on EIT funds during the first years of operations. Based on previous KIC experience and on new innovative KIC activities, six revenue streams which contribute to long-term sustainability have been identified. In the short- and mid-term these are primarily membership fees, educational programme fees and service and consulting fees. In the long term these ROI from innovation projects and equity in start-ups.

Membership fees:

All partners pay an annual contribution, thus providing EIT Urban Mobility with a predictable guaranteed source of income. Tier 1 core partners pay a yearly membership fee of €50,000 and can participate in KAVA with no maximum limit on EIT funding. Tier 2 core partners, which involves a membership fee of €30,000 and allows them to participate in projects with a maximum of €300,000 funding per year. Further to the annual membership fee, a one-time entrance fee of €50,000 is applied for new core partners (tier 1 and 2). Based on our partnership expansion strategy, of 10% annual growth of core partners, total income from membership fees will increase. Besides the core partners, project partners can also engage in KAVAs and pay a yearly fee.

Main assumptions for revenue calculation:

- Number of core partners: 62 (2021), 90 (2027)
Yearly membership fee: 50k € (tier 1), 30k € (tier 2),
- Number of project partners: 92 (2021), 150 (2027)
Yearly fees for project partners

Education programme fees:

Revenues generated by Academy will gradually increase in line with growing numbers of students or learners and as additional programmes and courses are launched. To make education and training easily available to a wide audience, educational content will be distributed through the EIT Urban Mobility free web TV channel, free short online courses, MOOCs and small private online courses. Although the web TV channel is free of charge, it helps reach a large number of viewers who could potentially sign up for other paid programmes. Main assumptions for revenue calculation:

- Revenue from MOOCs & SPOCs: 50k (2021), 0.8m (2027)
- Revenue from f2f courses (22k), 50k (2021), 1.1m (2027)

Main assumption for Master School revenues, although not shown in the FS revenue calculation:

- The Master School will launch in the fall 2020 and with an estimate intake of 80 students
- Tuition fees are EUR 16k for non-EU students and 4k for EU students.
- Revenue from Master School tuition fees: 450k (2021), 1.3m (2022), 3.5m (2027)
- Number of Master School students active: 80 (2020), 245(2021), 435 (2022)

Service and consulting fees:

Revenues from service and consulting will be generated from:

- Finance2Move investor matchmaking services
- Factory consulting, reports and tools
- Conferences and events

The foundation to scale revenue from service and consulting are a good information and knowledge base in quality and quantity as well as information management and analytics tools. The foundation to generate significant revenue from information- and tool-based services will take three to four years to build.

For investor matchmaking services (Finance2Move) a finders' fee will be charged to start-ups as part of successful investor matchmaking activities. From those start-ups that subscribe to the full Finance2Move support package, 3% of successfully closed funding rounds would be paid back to EIT Urban Mobility. Revenue from such activities is expected to grow annually from 2021 onwards in line with the growing group of eligible start-ups and larger funding rounds for larger, more mature start-ups.

Factory will offer products and services to partners and external clients including tailor-made thought leadership studies, proven concepts and blueprints for urban mobility solutions and advisory services such as guided concept implementation. Fees will be set according to partnership status and in the case of advisory services, will be determined on a case-by-case basis. Income from scalable, data- and knowledge based advisory services is expected to increase over time due to growing visibility and as the amount of available content grows

In the short term the Factory will generate revenue only from engaging in urban mobility related public funding projects (national or European funds) and will start selling a broader portfolio of services in 2021, amongst others commercializing its Urban Mobility Assessment Model (UMAM) and generating first fees from tool use. Other sources of service revenue will be studies/reports, implementation projects to scale solutions, and advisory services.

Another potential source of revenue are conferences, workshops and matchmaking events, hosted by EIT Urban Mobility or its Innovation Hubs.

Main assumptions for revenue calculation:

- Number of start-ups using matchmaking services / with funding events (2021: 6/2; 2027: 50/20)
- Average fee per funding event: 30k (2021), 87k (2027)
- Start-ups using F2M matchmaking for 3% fee of funding: 20% of cumulated number of start-ups supported
- Probability of successful funding round qualifying for a fee: 40%
- Start of participation of EIT Urban Mobility in 3rd party funded urban mobility related projects starting in Q1 2021, from 2022 two projects per year at 60k
- Number of tool-uses (UMAM) by non-EIT Urban Mobility partners: 20 (2021), 450 (2027)
revenue per tool use / report: 1000 €
- Number of in-depth studies/reports (2021: 1; 2027:2) price per study: 35k

Alternative funding sources:

Mainly through the Innovation Hubs and Factory we will explore and actively seek additional funding from a variety of various European, national and regional sources, such as European Structural Funds and the European Investment Fund and well as from private sector organisations and donors. Local governments, representing more than a quarter of the overall partnership, are committing significant financial resources to innovation in the field of urban mobility. Our expansion strategy, combined with the European Commission's Smart Specialisation Strategies (S3) to identify relevant Member States and regions, will further increase the potential for accessing regional and national funding for this field.

Main assumptions for revenue calculation:

- First external funding agreements will materialize in 2021 (200k) and once connections have been established, more than double by 2027 (550k)
- 200k in 2021 are expected from at least four sources

Return on investment from innovation projects:

All innovation projects provide a clear commercialisation strategy for project outputs, indicating close cooperation with the clients/citizens, potential financial returns from the project and potential contribution of the project to the financial sustainability of the KIC.

Innovation projects that have received KIC financial support and have gone on to provide commercial services and generate revenues will sign commercial agreements in relation to market exploitation and return on investment. This will apply to projects with Technology Readiness Level (TRL) of seven or more. The main return on investment will be **revenue share** or **equity share**. Revenue share will

preferably be made through contribution per transaction due to its simplicity. For example, this could be 0.01 cent per parcel handled through an EIT Urban Mobility local logistics hub, or per trip taken using a micro mobility solution supported by EIT Urban Mobility. Additionally, simple revenue share using partners' existing accounting systems with tagging of EIT Urban Mobility supported products/services will be prioritised with an annual review of sales figures. Equity share will be based on a holding gifted to EIT Urban Mobility from the generation of a project spinout company or start-up. Based on the growth, performance, and profitability any equity may be held long-term, or if deemed appropriate shares sold on. Any start-up will be followed for five years within the systematic post-funding monitoring of innovation projects. Positive income generation is expected to start in 2022 and ramped up over product/service maturation lifecycle.

Revenue from innovation is included in "Income generated by ROI and equity" (table 7) and is estimated to be 35k in 2021, 240k in 2022 and 600k in 2027. Main assumptions for revenue calculation:

- Assumed percentage of projects at TRL 7 or higher to reach 50% by 2023
- Commercial agreements will cover 5 years post-project
- Up to two years will cover product re-investment and maturation with return-on-investment in the three final years.
- Initial income is expected to be 10/15k per product per year.
- Assumed EIT funding used for innovation projects: 16m (2021), 23m (2026)

Return on investment from supported start-ups:

EIT Urban Mobility will take an equity stake (non-EIT funded) in start-ups and scale-ups in return for investment. Investment opportunities will be scouted both from EIT Urban Mobility business creation programmes and from external sources, such as investor networks and partners. On average 10 equity investments will be made each year. It will take several years to generate a significant cash flow but is projected to be a significant source of revenue towards the end of the EIT funding cycle. Returns are to be expected from 2025 onwards, based on first divestments after 5 years and the peak of divestments after 8-10 years. These investment activities will be non EIT-funded.

Main assumptions for revenue calculation:

- Average investment per start-up 60k
- 600k € p.a. from 2021
- Annual income from start-up divestments: 232k € in 2025 and 1m € in 2035.

Start-up portfolio value projection:

EIT Urban Mobility aims at building a low to medium risk profile of its investments, the venture portfolio mainly characterized by a verified impact and an expected high survival rate. The ensuing conservative projected yearly increase of the value of the equity portfolio is expected to average 15%.

2027: Total invested: €4.5M – Value of portfolio: €6.9M – Total divested: €862k

2035: Total invested: €9.3M – Value of portfolio: €21.6M – Total divested: €6.6M

IRR 2027: 10% (conservative)

Table 7: Forecast revenue (in mEuro)

FS forecast revenues (mEUR)	2021	2022	2023	2024	2025	2026	2027	SUM
1. Income generated by ROI & Equity	0	0.04	0.2	0.30	0.8	0.85	0.9	3.1
2. Education (w/o Master School)	0.1	0.3	0.6	1.0	1.5	1.9	1.9	7.3
3. Services & Consulting	0.2	0.7	1.2	1.8	2.3	2.8	4.8	13.8
4. Membership fees	4.5	5.2	6.0	4.9	5.1	5.2	4.5	35.4
5. Alternative funding sources for KIC LE (public and private)	0.2	0.30	0.35	0.40	0.45	0.5	0.55	2.8
6. Sum of FS revenues	5.0	6.6	8.4	8.4	9.9	11.2	12.7	62.4
7. EIT grant projections	34.43	37	41	45	55	60	63	335.43
8. FS coefficient (%) ([6] / [7])	15	18	20	19	18	19	20	19

5.5 Cross-cutting aspects

Openness and Transparency

EIT Urban Mobility is seeking to maximise its impact by expanding its community beyond its core partnership. The openness is reflected on several stages. The Calls for Proposals are open, well disseminated and encourage partners as well as further institutions from all sectors, geographic regions and the whole knowledge triangle to participate. Any interested entity can submit proposals and receive access to funding if selected, as well as apply to join EIT Urban Mobility. To join the core partnership, institutions of the whole urban mobility ecosystem can submit their Expression of Interest. The City Club is an open community with members consisting of core partner as well as other cities.

Openness is also reflected in the governance of EIT Urban Mobility which adheres to the EIT Good Governance Principles and ensures openness of our bodies for independent members. Within strategic and priority setting, institutions beyond the core partnership, e.g. EU organisations and stakeholders, are involved and consulted in focus setting and design of activities. Furthermore, we aim at amending and revising our Strategic Agenda on a three-year basis to ensure continued transparency and inclusivity.

EIT Urban Mobility encourages openness, transparency and interaction with our stakeholders. This is achieved by a continuous update of information on our website and social media channels, covering news items, events, job offers, procurement, Calls for Proposals, and more. An area with information for press and media will be added, to provide logos and other relevant information. Besides, 'Get involved' part provides clear information regarding the KIC, what it means to become a partner, FAQ documents, partner categories and selection criteria, Strategic Agenda, etc.

Entry	<ul style="list-style-type: none"> • All potential partners should apply (by submitting an Expression of Interest) to the respective Innovation Hub • Selection is subject to evaluation of excellence and complementarity • Maintenance of partner distribution • First opportunity for a seat in Supervisory Board for new Core partners: after two years
Change of level of involvement	<ul style="list-style-type: none"> • “Downgrade from Core Tier 2 to Tier 1”: Possible with a full one-year notice until the end of the year. • “Upgrade from Core Tier 2 to Tier 1”: Possible until end of the year, changes become effective directly with the start of the following year • Network and Project Partners can apply to become a core partner at any given time. Main contact point for application is the respective Innovation Hub
Voluntary exit	<ul style="list-style-type: none"> • One-year notice until 31 December before voluntary exit, in line with EIT rules, and regulation on continuation of collaborative projects • Re-entry blocked for two years (calendar year = fiscal year)
Forced exit	<ul style="list-style-type: none"> • Rules defined by MoU for Network Partners. <p>For Core Partners:</p> <ul style="list-style-type: none"> • 2/3 majority of General Assembly to decide on partner exclusion (to be detailed in the statutes) • Membership fee is nevertheless due for the year of exit

Table 8: Partner entry and exit procedures

Synergies and Collaborations

EIT Urban Mobility will generate significant impact within the European innovation landscape and position itself clearly as an important contributor to existing and forthcoming European initiatives by closing the gap between applied research and the market. More specifically, EIT Urban Mobility will position itself in the EU landscape as the leading innovation community to educate and inspire mobility solutions for 21st century cities, by engaging people, connecting communities, accelerating market opportunities and re-imagining public spaces. In this endeavour, EIT Urban Mobility has worked on building relationships with key stakeholders and initiatives from the start, thereby paving the way for future synergies with the aim of accelerating the achievement of our objectives and create more impact. Key stakeholders and initiatives who can help us create maximum impact include, but are not limited to:

- other KICs, especially EIT InnoEnergy, EIT Climate-KIC and EIT Digital;
- Horizon Europe, in particular the Cluster 5 (Climate, Energy and Mobility) under Pillar II, notably the other co-programmed (CCAM and 2ZERO) and co-funded (DUT) Partnerships, and the potential Mission on Climate Neutral and Smart Cities, and the EIC (in particular the Accelerator) under Pillar III, and Digital Europe Programme;
- initiatives and networks, dedicated to local authorities, such as EUROCITIES, Polis network, ICLEI, C40 Cities, Metropolis, ERTICO – ITS Europe, European Regions Research and Innovation Network (ERRIN), and the CIVITAS Initiative;
- Enterprise Europe Network (EEN), in particular the Sector Group on mobility, and the upcoming European Digital Innovation Hubs (EDIHs);
- public banks such as the European Investment Bank (EIB), both from the innovative SMEs’ perspective (facilitating the access to finance) and from the local authorities’ angle (building collaborations with JASPERS, Joint Assistance to Support Projects in European Region, and URBIS), and the European Bank for Reconstruction and Development (EBRD) and progressively with national development banks offering products for innovative SMEs.

On top of that, collaborations and synergies are sought from the regional policy angle, in particular with:

- the European Regional Development Funds (part of ESIF) which is under shared management with Member States, via regional authorities;
- the European Urban Initiative that will deliver on the priorities of the 14 thematic partnerships of the Urban Agenda for the EU, including the partnership on urban mobility;
- the Interregional Innovation Investments (I3) Instrument, a new instrument directly managed by the European Commission (DG REGIO) to scale up interregional projects that can create European value chains in priority sectors (which include connected mobility).

The synergies to be created with the abovementioned instruments and initiatives are of various nature, notably depending on the relative positioning along the innovation value chain and on the respective 'customers', and will aim for a coordination effort to avoid duplication, facilitate complementarity and progressively contribute to provide a virtual one-stop shop to European entrepreneurs and innovators in urban mobility, while helping them navigate the landscape of support schemes. These synergies and collaborations require engagement with European Commission services (in particular DG RTD, DG MOVE, DG CONNECT, DG REGIO and the JRC), as well as with relevant managing authorities at regional level. Synergies are coordinated by the Director of Communications and Stakeholder Relations to ensure a good communication stream, monitoring and follow-up of activities.

Cross-KIC cooperation and Simplification/Shared Services

EIT Urban Mobility is actively involved in thematic and horizontal cross-KIC activities and leverages its expertise to increase synergies between the KICs: EIT House, Cross-KIC EIT RIS, Cross-KIC Human Capital, Cross-KIC CLC Consolidation, Cross-KIC Resource Efficient Societies, Cross-KIC Sustainable Cities, and since 2020 Cross-KIC Global Outreach which aims at strengthening the exchange with the innovation ecosystems in Silicon Valley, Israel and China. In addition, EIT Urban Mobility will actively start contributing to the development of emerging new Cross-KIC activities under Horizon Europe, e.g. EIT Urban Mobility will engage to pre-pilot the new action aimed at increasing the entrepreneurial and innovative capacities of Higher Education Institutions. EIT Urban Mobility also aims to actively participate in the new horizontal Cross-KIC activity of shared services. Consolidation of business processes, joint procurement of goods and services, shared IT solutions, unification of practises and principles under Horizon Europe, is crucial to increase the KICs' efficiency and effectiveness.

The development of the local innovation ecosystem in the RIS countries in which EIT Urban Mobility plays a key role is a joint mission of different KICs with the aim of exploiting synergies by jointly tackling the barriers to innovation in the RIS countries. As a result of the Cross-KIC RIS projects the integration of the knowledge triangle (e.g. Joint Innovation Incubator), the scouting for new talents, ideas and products (e.g. Jumpstarter) and the information and persuasion of local decision-makers (e.g. Regional Executive Academy) can be achieved more visibly and efficiently with joint efforts.

At European level, a Public Affairs Manager is employed to coordinate to contribute and leverage the existing EU Commission Services, thematic platforms, and initiatives within the ecosystem on central and regional level. The Cross-KIC Programme Manager will work closely with the Public Affairs Manager to align the KIC's objectives with EU policy priorities.

Communication

Strategy and objectives

EIT Urban Mobility sees communication as an essential pillar of its work. It acts as one of the main tools to connect, engage, and empower everyone from researchers to residents. Making them all part of our journey will help us to reach our mission. The communication framework consists of four pillars: Communication, Dissemination, Citizen Engagement and public affairs and EU stakeholder relations. Through these pillars we will offer a pragmatic mix of internal and external communication platforms, general as well as targeted thematic outreach activities and specific EIT promotional actions. Communication activities and messages will be adjusted to various audiences to ensure we reach all key stakeholders, thereby increasing the impact of the message and expanding the outreach. These activities will be strengthened by a strong visual identity and compliance with EIT Urban Mobility brand guidelines across the board for all communication activities. EIT Urban Mobility brand guidelines are fully aligned with the EIT Community Brand Book and principle of EIT and EU co-branding.

Key communication objectives for greater impact for 2020-2027 are:

- Creating visibility, building brand value recognition and consistency of EIT Urban Mobility, and mobilising partners and beneficiaries as a key asset to achieve this;
- Supporting and contributing to the EIT brand;
- Strengthening collaboration among key stakeholders by: Connecting stakeholders across the Knowledge Triangle; Sharing good practices and knowledge; Engaging and training partners to use tools which will be provided to foster collaboration among the partners, such as matchmaking event applications;
- Engaging with stakeholders, with a special focus on citizens and end-users through our citizen engagement approach, to increase the ability to create, experiment, demonstrate, scale and deploy new mobility solutions;
- Positioning EIT Urban Mobility as a key player in the EU by strengthening and building relations with institutions and EU networks to create (or improve) awareness and synergies for greater impact at EU level, and build long-term relations to ensure a proper basis for future cooperation keeping urban mobility high on the European agenda.

Key KPIs related to these communication priorities are:

- # of people reached through KIC and partner communication activities
- # Success stories presented by KICs to the EIT

Knowledge management and links to communication, dissemination, and exploitation

EIT Urban Mobility will use an integrated tool which will allow the use of knowledge and information created within our KIC and by the supported KAVAs, and facilitate the development of communication, dissemination, and exploitation activities. Concerning the IP management aspects, the different access levels of the users in the platform and the protection measures will guarantee needed confidentiality.

Key stakeholders/target audiences and tools & channels

Key stakeholders and multipliers at different levels (local, regional, national, European, international and EIT RIS level) interested in urban mobility issues will be approached through targeted tools and

channels. The impact of the tools and channels will be measured continuously through yearly social media and stakeholder relations plans to ensure a continuous growth in our impact and activities.

Target audience	Ambitions for 2021-2027	Tools & channels
<i>Internal</i>		
EIT Urban Mobility Management Team CEO, COO, Thematic Directors, Innovation Hub Directors, Director of Communication and Stakeholder Relations and RIS Manager	<ul style="list-style-type: none"> • Build cohesion within EIT Urban Mobility partnership • Enhance synergies, mutual learning, collaborations and shared value creation • Increase understanding and appreciation of EIT Urban Mobility communication activities and its impact, as well as the use of the different tools and channels 	<ul style="list-style-type: none"> • IT system • Regular updates through mailings and presentations at Management Team meetings • Workshops for information about and use of our communication channels and tools • Workshops for improved promotion of activities across communications channels • EIT Urban Mobility Brand Book
EIT Urban Mobility Partners <ul style="list-style-type: none"> • Core partners • Project partners • Network partners 	<ul style="list-style-type: none"> • Build cohesion within EIT Urban Mobility partnership • Be informed, involved in and contribute to all ongoing KIC activities • Enhance synergies, mutual learning, collaborations and shared value creation • Stimulate engagement • Be ambassadors • Influence public discourse on topics of relevance to the KIC 	<ul style="list-style-type: none"> • Digital internal CEO-Newsletter to the partners • PLAZA: a multifunctional intranet • Website of EIT Urban Mobility • Partner events • Surveys • EIT Urban Mobility Brand Book • Social media channels • Communication obligations in partner/project agreements and tools/processes
EIT Urban Mobility beneficiaries Powerful multipliers, such as start-ups/scale-ups, students, alumni, etc.	<ul style="list-style-type: none"> • Promote the overall goal of the EIT and EIT Urban Mobility • Share knowledge, good practices and innovation insights • Stimulate engagement • Become ambassadors • Influence public discourse on topics of relevance to the KIC 	<ul style="list-style-type: none"> • Public events • Social media • Digital external CEO-Newsletter • Website of EIT Urban Mobility
<i>External</i>		
Citizens and end-users Such as citizens and visitors of partner cities, relevant user groups such as users of public transport and cars, cyclists, end-user associations, walking-, cycling- and citizens-associations, etc.	<ul style="list-style-type: none"> • Understanding and appreciation of urban mobility challenges • Understanding of the positive impact industry, science and cities can have together • Understanding of the fundamental role they play • Willingness to exchange (information) with EIT Urban Mobility and openness to start a relationship build on trust 	<ul style="list-style-type: none"> • Social media • Collection of good practices from partners' experience in citizen engagement • Citizen Engagement strategy • Innovation projects • Events • Outcomes of activities from internal audiences, such as success stories, good practices that emerge, etc.
Education Such as psychologists, engineers, designers, decisions makers, middle management, young professionals, future talents (students), higher education, universities, etc.	<ul style="list-style-type: none"> • Motivation and inspiration to become part of the solution • Become a new generation of engineers and city planners • Encourage students to engage with EIT Urban Mobility opportunities 	<ul style="list-style-type: none"> • Digital external CEO-Newsletter • Website of EIT Urban Mobility • Social media • Public events • Outcomes of activities from internal audiences, such as success stories, good practices that emerge, etc.
Research Such as innovation projects, other initiatives covering relevant subject matters, wider research community, etc.	<ul style="list-style-type: none"> • Learn from good practices • Get recommendations to tackle hurdles in innovation • Collaborate on campaigns • Discuss policy developments • Cross-fertilisation and transfer of results • Share knowledge, good practices and research insights 	<ul style="list-style-type: none"> • Digital external CEO-Newsletter • Website of EIT Urban Mobility • Social media • Public events • Outcomes of activities from internal audiences, such as success stories, good practices that emerge, etc.

	<ul style="list-style-type: none"> Promote the overall goal of the EIT and the KIC (e.g. innovation projects) 	
Industry Such as vehicle manufacturers and automotive suppliers, insurance companies, telecommunications, logistics, parking operators, taxi companies, etc.	<ul style="list-style-type: none"> Promote the overall goal of the EIT and EIT Urban Mobility Collaborate with the KIC on a project by project basis Share knowledge, good practices and industry insights 	<ul style="list-style-type: none"> Digital external CEO-Newsletter Website of EIT Urban Mobility Social media Public events Outcomes of activities from internal audiences, such as success stories, good practices that emerge, etc
Institutions and European networks (multipliers) Such as policy- and decision makers at European, national or regional level local, regional or national funding bodies and public authorities standardization and certification bodies European networks, European Commission, EIT, other KICs etc.	<ul style="list-style-type: none"> Learn from good practices Get recommendations to tackle hurdles in innovation Discuss policy developments Share knowledge, good practices and innovation insights Promote the overall goal of the EIT and EIT Urban Mobility Understand the goal of EIT Urban Mobility and support the vision Stimulate engagement Become ambassadors Influence public discourse on topics of relevance to the KIC 	<ul style="list-style-type: none"> Digital external CEO-Newsletter Website of EIT Urban Mobility Social media Public events Joint uptake of activities Personal meetings to discuss issues more in detail and get aligned Member States Expert Group on urban mobility, led by DG MOVE, where representatives of ministries participate in Outcomes of activities from internal audiences, such as success stories, good practices that emerge, etc.
Amplifiers <ul style="list-style-type: none"> Opinion leaders Influencer 'Celebrity' figures 	<ul style="list-style-type: none"> Understand EIT Urban Mobility's goal and support the vision Stimulate engagement Be ambassadors Influence public discourse on topics of relevance to the KIC 	<ul style="list-style-type: none"> Network partners KIC's citizen engagement activities Keynotes on events Social media Outcomes of activities from internal audiences
Media Digital, online, European press, national press and local press	<ul style="list-style-type: none"> Cover EIT Urban Mobility messages 	<ul style="list-style-type: none"> Press releases Press conferences PR events Direct contact with journalists Outcomes of activities from internal audiences

Target audiences and tools & channels – Objectives, results and indicators	
Key objectives	<ul style="list-style-type: none"> Leveraging partner media and stakeholder engagement Disseminating about the KICs' activities, sharing results, success stories and good practices Building and intensifying relations and look for synergies with key stakeholders Creating awareness and generating visibility Connecting, exchanging and empowering citizens and end-users Strengthening and building relations with institutions and EU networks to create (or improve) synergies for greater impact at EU level. Build long-term relations for a proper basis for future cooperation
Results	Enhanced and strengthened awareness around and visibility of EIT Urban Mobility at global, EU, national, regional and local level
Indicators	<ul style="list-style-type: none"> 2021-2022: Improved and professionalized website of EIT Urban Mobility 2021-2027: Yearly increase of social media indicators 2021-2027: Successful implementation of yearly EIT Urban Mobility summit, involving all relevant stakeholders 2021-2027: Communication opportunities for all external events assessed Reach of KIC's communication activities. Aggregated figures for the entire KIC (e.g. corporate account, CLCs, hubs, activities, etc.): <ul style="list-style-type: none"> - # of website visits/unique website visitors, - # social media followers and engagement (data collected to include Twitter, Facebook, Instagram and LinkedIn followers and engaged users on each channel), - # of external events organised by KIC and # of participants - # of external events where KIC and KIC activities were presented

	<ul style="list-style-type: none"> o - # media coverage (articles and broadcast on global / European / national / local level) o - % difference compared to previous year for all 					
	2021	2022	2023	2024	2025	2026
	88960	99110	113178	127.090	135510	144411

Brand identity

Our brand identity builds on engaging people, connecting communities, accelerating market opportunities and educating students and professionals, covering our five interconnected programmes to boost the role and visibility of the KIC and accelerate change. All materials for communications, dissemination and outreach follow clear brand guidelines to achieve the communication objectives, grow a strong internal communication community and brand identity.

EIT Urban Mobility is well aware of the strong potential of the EIT Community and will endorse the EIT brand by using the EIT Stakeholder Forum, INNOVEIT and EIT Awareness Days among others as focal points for presentational and digital communication. These provide excellent opportunities to amplify the EIT brand, engage audiences and collaborate with other KICs and stakeholders. Particular effort will be made to support high-value communications opportunities in RIS countries as a means of accelerating the Knowledge Triangle Integration. The activities linked to our five programmes will be promoted in Europe through a broad range of channels, such as at events and online channels. Our partners are key for fostering the EIT brand and hence serve as important cornerstone in multiplying the outreach of the KIC. To ensure partners communicate about their activities in a coherent way, workshops and clear guidelines are made available and direct exchange with the communications team is ensured.

EIT Urban Mobility Summit

Our yearly flagship event brings together our partners, as well as key stakeholders, policymakers and scientific experts and serves to showcase results of our programmes and discuss relevant topics in different formats. This event covers internal and external communications, dissemination as well as stakeholder engagement. It strengthens our partnership and relations with key stakeholders and helps to position EIT Urban Mobility as the largest European initiative steering the transformation of urban mobility. The yearly summit will at first focus on creating visibility and awareness around EIT Urban Mobility amongst key stakeholders and will ensure the right stakeholders will be involved, at EU, national and local level. Besides, partners get to showcase their projects funded by EIT Urban Mobility. In the years that follow, more opportunities for a broader public will be organised. Once the EIT Urban Mobility brand is properly established, the Community has reached a certain level of maturity and has become a key-player at EU level, the summit will become one of the key EU conferences in the area of urban transport, and one of the urban mobility flagship events of Europe.

Branding – Objectives, results and indicators	
Key objectives	Strengthening branding coherence across all partner and project channels, create visibility, build brand value recognition and consistency of EIT Urban Mobility
Results	Enhanced and strengthened brand reputation and visibility at global, EU, national, regional and local level
Indicators	<ul style="list-style-type: none"> 2021-2017: EIT Urban Mobility partners and beneficiaries recognise EIT Urban Mobility, EIT and EU support in all communications materials and activities for alignment with FPA

- 2021-2027: Speaking invitations
- 2021-2027: Recognition by beneficiaries – verification of websites
- 2021-2027: EIT Urban Mobility media mentions
- 2023-2027: More opportunities for a broader public will be organised
- 2024: EIT Urban Mobility has become a key-player at EU level on urban mobility
- 2023-2027: Growing number of participants from all over Europe
- 2027: The Summit is one of the key EU conferences in the area of urban transport

Internal communication:

Open and transparent communication based on trust is a key element of innovation management and decision-making. Intensive cooperation with EIT Urban Mobility partners lays the foundations for a strong, respectful partnership with everyone involved pushing in the same direction. From 2020 we are using specific channels and tools, such as newsletters and matchmaking events, to facilitate collaboration and networking and help strengthen relationships across the partnership. Starting in 2021, we have an intranet to facilitate the exchange of information among partners, which also serves to submit project proposals. Guidance and processes already stimulate the uptake of communication about activities of our thematic areas and done by our partners. By 2024, an optimal working space for partners should be in place. The communication and dissemination objectives of the KIC are set at central level to assure a clear brand style and messaging throughout all activities. Any major internal communication actions in the thematic areas and Innovation Hubs should be validated centrally.

External communication:

Our activities, success stories, press, newsletters and our results are promoted in a strategic and effective manner, making our research activities also inspire and attract non-specialists and the general public. Video, peer-produced content, storytelling techniques, infographics, social media campaigns and “go-to audience” principles are combined with respective tools for each target audience, to create awareness and motivate the them to get engaged with our activities. External communication actions and involvement and engagement of external stakeholders will grow as our activities do.

In 2019, the KIC website, our main communication hub, was launched and communication started through EIT Urban Mobility Twitter, LinkedIn and Facebook channels, followed by our YouTube and Instagram channels in 2020. In the years 2021-2027, as activities will grow, a strategic focus will be put on reaching the right audience through the right channels, including reaching out to citizens and end-users and increasing two-way communication and interaction. Social media reach will be measured at a regular basis and new channels will be considered if needed.

Internal & external communication – Objectives, results and indicators	
Key objectives	<ul style="list-style-type: none"> • Higher engagement rate and project news submissions by partners • Ensuring all communication activities are aligned and brand coherent with the EIT • Ensuring maximum outreach and engagement with all audiences of the KIC and amplifying messages through all channels
Results	<ul style="list-style-type: none"> • Strengthened collaboration, trust among all stakeholders, more project participation • Creating awareness. Motivating different target groups to get involved and engage with the KIC’s activities
Indicators	<ul style="list-style-type: none"> • 2021-2024: Processes in place to ensure uptake of communication by partners and about activities of functional areas • Increased reach of communications activities of 70%, from ~ 90.000 in 2021 to 153.000 in 2027.

Citizen engagement

EIT Urban Mobility's citizen engagement work is aimed at citizens and end-users. Our approach has three strands — connect, exchange, empower — entailing creating specific tools, channels and activities and building upon the experience of our partners and stakeholders in citizen engagement:

- Design thinking methods and co-design activities for envisioning the future: Help end-users and citizens understand their needs and work together to find new solutions and approaches;
- Testing solutions in Living Labs: Co-creation activities with local stakeholders and citizens resulting in solutions to be tested, demonstrated and put into practice;
- Early start of lifelong learning: Develop formats with local authorities and teachers, in which school children can experience and learn about urban mobility in different ways;
- Social inclusion through stakeholder engagement: Bringing together a representative group of stakeholders to get a better understanding of the needs of different target groups to reach and involve all types of people in appropriate ways.

All above mentioned approaches will be implemented in 2021-2027. The testing of solutions in Living Labs will start in 2022. At first, citizen engagement activities will focus more on connect and exchange, to make citizens aware of EIT Urban Mobility and the meaning of urban transport in their lives and creating a relation of trust. Starting from 2023 and beyond, citizens will truly become part of the ideation process and empowered. Once piloted actions prove to be successful in some cities (after 2023), these will also be replicated and tested in other (less developed) cities and regions.

Citizen engagement – Objectives, results and indicators	
Key objectives	<ul style="list-style-type: none"> • Building trust for long-lasting relations with citizens • Enhancing two-way communication • Creating opportunities to experience new products, services and technologies • Increasing knowledge and interest of citizens and end-users in urban-mobility-related topics • Ensuring citizens and end-users are part of the ideation process
Results	Successful stakeholder engagement that increases the ability to create, experiment, demonstrate, scale and deploy
Indicators	<ul style="list-style-type: none"> • 2021: Start of implementation of citizen engagement strategy • 2021-2027: Citizen engagement activities implemented by partners • 2023: EIT Urban Mobility becomes more familiar to citizens • 2023: Citizens are aware of the role they can play within urban mobility innovations, through activities of EIT Urban Mobility • 2023-2027: A relation of trust is built with the citizens • 2023-2027: Involving citizens in the ideation processes

Dissemination of Results

In an age of open science and rapid innovation, the work of sharing results and engaging professional audiences is no longer a matter of preparing routine and, occasionally, uninspiring messages for small audiences. We use a range of established tools for dissemination, Open Access/Data repositories, scientific publications and social media platforms aimed at researchers — combined with animations to unpack complex solutions as well as mainstream social media such as Twitter — will all be part of a ground-breaking dissemination mix. In addition, EIT Urban Mobility harnesses new techniques to bring significant added value to its dissemination efforts. We help train and empower professional people to

become communication ambassadors themselves and tap into the trend for the ‘socialisation of research’ currently turning the academic and research world on its head.

Starting in 2021, our portfolio will be mapped against the objectives and programmes of the European Commission, resulting in engaging material and representation of the project portfolio. A proper plan of how to make best use of the results and good practices for dissemination, will be developed and regularly updated and impact will be monitored, by measuring the reach of the dissemination activities. Relevant examples from citizens and end users regarding urban mobility applications will be used as a foundation of dissemination campaigns and materials starting in 2023. Living labs and public open-house events will show evidence of the role of urban mobility and its applications in everyday life, bringing the subject closer to the citizen and end-user. All this lays the foundation for a dissemination campaign that will bring the KIC’s projects and results to the attention of potential users. To facilitate the use and take up of results by others, thus maximising the impact, and to mobilise all relevant stakeholders, the message will be focused on achievements: verified, engaging success stories backed by facts and figures and a demonstrated impact. Target audiences and knowledge management are linked to those of communication and exploitation and are described at the beginning of the Communication chapter.

Dissemination – Objectives, results and indicators							
Key objectives	<ul style="list-style-type: none"> Publishing results from our projects, success stories and good practices Organising and actively participating at events in the urban mobility innovation scene making our results available for use Organising workshops with potential users interested in project results 						
Results	<ul style="list-style-type: none"> Making results of EIT Urban Mobility available for use Maximizing the impact of EIT Urban Mobility results 						
Indicators	# Results, lessons learnt and good practices disseminated by the KIC through appropriate means (e.g. publications, online repositories, fact sheets, targeted workshops etc.)						
	2021	2022	2023	2024	2025	2026	2027
	5	10	15	18	22	25	30

Stakeholder Engagement

Beyond an enabler of the synergies and collaborations, stakeholder engagement is all about building knowledge, awareness and trust of EIT Urban Mobility among policy- and decision-makers and engaging with local, national and European stakeholders as well as those further afield. EIT Urban Mobility maximises impact by leveraging existing relationships, by tapping into the networks of our partners, and by establishing new links to relevant international, European, national and regional initiatives and networks. As the EIT Urban Mobility brand is also a vehicle of the overall EIT brand, these stakeholder engagement activities will contribute to the reach and reputation of the EIT, and will also be able to amplify some of the EIT messages as part of the stakeholder relation management.

In practice, the first goal of stakeholder engagement is to support the implementation of EIT Urban Mobility’s strategy. For this reason, the stakeholder engagement activities of the KIC will evolve according to the evolution of the KIC, to suitably contribute to the ramp-up, grow and scale-up phases, reflecting the priorities and key milestones of the Community. In addition, stakeholder engagement activities will be planned in close cooperation with the core programmes to ensure good alignment

with the operational objectives of the Community. For instance, stakeholder engagement can aim at diverse goals, such as actively scouting partners, creating cooperation opportunities and synergies for the core programmes, or reinforcing the reputation of the KIC in the urban mobility field. The concrete delivery of the engagement activities will be fed by the actual needs stemming from the core programmes, such as in terms of type of stakeholders or area of activity. Finally, an internal process will be set up to ensure that the engagement activities contribute to the priorities at Innovation Hub's level, and the stakeholder relation officer will work in close contact with the Innovation Hubs to support their stakeholder engagement activities.

The second goal of stakeholder engagement is to position the partnership as the largest European initiative for transforming urban mobility — enabling change and delivering impact at EU level and beyond. In this regard, EIT Urban Mobility will engage with key initiatives related to mobility and transport, such as:

- The European Mobility Week initiative and the sustainable urban mobility plans (SUMP) award, which is encouraging local governments to adopt a plan and rewards yearly the best policies in a specific area (for examples, zero emissions, city logistics, active travel);
- Global advocacy initiatives, notably the partnership on Sustainable low carbon transport SLoCaT (an advocacy group comprising network organisations and association active in urban mobility) or SUM4ALL, an initiative launched by the World Bank that is reassembling organisations worldwide devoted to promote sustainable mobility;
- Intergovernmental organisations such as the OECD International Transport Forum, and their initiatives notably the Safer City Street programme and ITF's Decarbonizing Transport initiative. The United Nations Economic Committee for Europe (UNECE), the World Health Organisation (WHO) and their joint Transport, Health and Environment Pan-European Programme.

In addition, EIT Urban Mobility will emphasise its contribution to the achievement of the strategic agenda of the EU, in particular: achieving climate-neutrality by mid-century, making Europe fit for the Digital Age, building a more competitive, resilient and sovereign EU economy. As part of this positioning, stakeholder relationship management will not only aim at the EU level stakeholders (European Commission, European Parliament, EU associations and networks,...), but also include the relations to be created and maintained with national stakeholders to ensure that the KIC is well connected to national innovation ecosystems. This will be done in close cooperation with the Innovation Hubs, which will play a critical role in maintaining the relation with local authorities and to build a structured collaboration with the EIT National Contact Points who will be appointed in the Member States. Beyond authorities dealing with R&I policies, connections with national authorities in charge of transportation policy will be investigated. More generally, public authorities will be integrated as “potential stakeholders to be engaged” into the abovementioned internal process involving the Innovation Hubs to plan the engagement activities.

Key stakeholders and initiatives who can help us create maximum impact are described in the chapter ‘Synergies and Collaborations’. A full list of key stakeholders and the way we aim to connect with them is provided in the overview of target audience, aims and tools & channels.

Stakeholder engagement – Objectives, results and indicators	
Key objectives	<ul style="list-style-type: none"> • Supporting the implementation of the KIC's strategy and creating more impact • Creating partnerships with strategic players

	<ul style="list-style-type: none"> Positioning the partnership as the largest European initiative for transforming urban mobility — enabling change and delivering impact at EU level and beyond Building awareness among policy- and decision-makers
Results	<ul style="list-style-type: none"> EIT Urban Mobility is well position among all relevant EU stakeholders Its reputation is strengthened Political influence is established with relevant national and EU based organisations
Indicators	<ul style="list-style-type: none"> Being regularly consulted and invited for workshops/events, etc. by relevant DGs on innovation and urban mobility matters. Exploration of possible collaborations and synergies with EU organisations and initiatives with which EIT Urban Mobility is not yet connected Increased involvement of EIT Urban Mobility in EIT House Coordination meetings

Global Outreach

The main aim of EIT Urban Mobility is to transform European cities and their transport ecosystems into more liveable and sustainable alternatives. As a key player in Europe, our responsibilities go beyond the core group of partners and beneficiaries. Cities around the world are experiencing the same issues with delivering efficient and sustainable urban mobility as those of Europe. The megatrend of rapid urbanisation means that cities around the world receive 1.5 million new citizens every week, creating a huge demand for mobility solutions which are futureproof and scalable. If Europe can take the lead, this would create a big opportunity to export our knowledge and expertise and make a positive contribution to reducing the negative socio-economic and environmental impacts of urbanisation. Therefore, achieving the full potential of the EIT Urban Mobility vision calls for an ambitious approach to outreach that transcends the frontiers of Europe.

This global outreach can take various forms:

- testing and transferring solutions from Europe to the world. Such activities can expand EIT Urban Mobility's network and develop new markets for both European and local players. Contributing to SO 4: Accelerate market opportunities;
- mapping innovation around the world and encouraging new ideas from other cities to stimulate innovations in Europe. Engaging with local hot spots in other cities could enable EIT Urban Mobility to work with global players on mobility. Contributing to SO 1: Create liveable urban spaces, and to SO 3: Deploy green, safe, inclusive mobility solutions for people and goods;
- using ways of stimulating citizen engagement. A high level of citizen involvement can be a key driver of transformation as it gives people the power to initiate and influence changes in their own neighbourhoods. Contributing to SO 5: Promote effective policies and behavioural change.

EIT Urban Mobility will do its best to implement and expand activities in regions of strategic importance, seeking synergies with the various mobility and transport actions carried out by the European Commission. Besides, EIT Urban Mobility will continue to seek cooperation with other KICs, and in cooperation with or participation of EIT, to jointly take up Cross-KIC activities in Outreach countries, such as the ongoing Global Outreach Cross-KIC programme which targets Silicon Valley, Israel and China. EIT Urban Mobility has been running outreach activities from the outset, as the partnership already includes partners from the RIS countries of Spain, Italy, Czech Republic and

Hungary and beyond. The Global Outreach activities described in this chapter are complementary to those of the RIS programme.

Future actions to strengthen outreach will include:

- building strategic international alliances, raising awareness, disseminating results and sharing good practices at international events with the aim of creating a global innovation community. We will build on partners' existing relations with non-EU players, especially through City Club, to reach out to cities in other regions. Contributing to SO 5: Promote effective policies and behavioural change;
- exporting services worldwide, supporting start-ups from other regions and identifying new business ideas. Factory will facilitate the export of cutting-edge European solutions in urban mobility. Contributing to SO 4: Accelerate market opportunities;
- attracting students and talents worldwide to participate in education programmes of Academy. Contributing to SO 2: Close the knowledge gap.

We will create synergies with key European bodies and organisations in the outreach countries, such as EU delegation, Member State Embassies and Consulates, EU Chamber of Commerce and its national and regional entities. Our Global Outreach activities will contribute to the 'Major societal challenges' and to the 'UN SDG and EU policy goals' as set out in chapter 2. Our outreach activities will contribute to the overall objectives of the EIT, as identified in its SIA. More details regarding the Global Outreach activities are set out in the *Strategic Framework for EIT Community Global Outreach Activities*.

Outreach is closely connected with communication and dissemination as it showcases EIT Urban Mobility activities to the world.

6. RISKS

EIT Urban Mobility is implementing a risk management process to identify, evaluate, and prioritize risks, including measures to mitigate, monitor, and control the probability or impact, or to maximize the realization of opportunities. The table below includes the main risks identified that, should they emerge, may prevent the successful implementation of parts of EIT Urban Mobility's strategy and programmes.

Table 9: Risk assessment

Key risk	Risk type	Objective/thematic area affected by the risk	Impact (Low 1-2 Medium 3 High 4-5)	Likelihood (Low 1-2 Medium 3 High 4-5)	Action plan Summary		
					Description	Owner	Deadline
Title: Changes in political priorities and counterparts on municipal, regional, national or EU level Cause: EU and local developments, e.g. elections, major policy changes Consequences: Unable to ensure continuity of KIC operations, activities, collaborations, keep partners on board, extend partnership	External environment	Political decisions and priorities outside the KIC / Whole organisation affected	4	2	EU policy development / Monitoring of developments on EU and local level / Active scenario planning / Open discussions with partners and stakeholders	Management Team	Continuous
Title: Change in developments and attitudes towards urban mobility by citizens, institutions and stakeholders Cause: Effects of COVID-19 on mobility behavior and trends Consequences: Revision of strategic focus required in shorter intervals	External environment	Macro environment / Whole organisation affected	3	4	Regular interaction with partners, stakeholders and mobility experts to adjust to changes and set strategic short- to medium-term focus	Management Team	Continuous monitoring, resetting of focus on bi-yearly basis

Key risk	Risk type	Objective/thematic area affected by the risk	Impact (Low 1-2 Medium 3 High 4-5)	Likelihood (Low 1-2 Medium 3 High 4-5)	Action plan Summary		
					Description	Owner	Deadline
Title: Lack of involvement of EIT Urban Mobility stakeholders in KIC activities, calls and initiatives Cause: Lack of visibility of the institution, ineffective dissemination of results and activities Consequences: Legitimacy deficit and lack of representativity of the institution within the EU Urban Mobility sector	Communication and information	Communication methods, channels and quality	3	2	Correct deployment of Communication strategy for each target audience / Strengthening of relations to partners and stakeholders	Head of Communications and Stakeholder Relations, Innovation Hub Directors	Continuous
Title: Lack of revenue derived from investments and activities funded by the KIC Cause: Poor results from funded projects, bad investments, lack of co-funding Consequences: Revenue projections do not hold, lack of long-term financial sustainability and potential personnel layoffs.	Planning, processes and systems	Financial processes and budget allocation	5	3	Careful evaluation and portfolio selection / Support of partners and projects in realistic planning / Regular review of distinct revenue streams	CEO, COO, Thematic Directors	Yearly & during portfolio definition
Title: Misuse and fraud on the use of grants by beneficiaries Cause: Malpractice, lack of knowledge Consequences: Underperformance of activities, loss of reputation	Legality and regulatory aspects	Legality, regulatory and fraud	5	2	Monitoring of KAVA development / Provision of information, training and tailored support / Early identification of reporting deviation / Quality assurance of reports	COO, Head of Legal, Head of Finance	Quarterly and yearly (depending on mitigation measure)
Title: Lack of financial and systems capacity Cause: Fail of financial plan communicated by the EIT, delay of pre-financing Consequences: Impact on availability of financial resources to implement the activities of the Strategic Agenda	Planning, processes and systems	Financial processes and budget allocation / Programme Development	4	2	Adapt the costs and budget expectations in terms of operational capacity	COO, Head of Finance	Continuous

ANNEX 1

KIC IMPACT

KIC Strategic Objective	Problem/ issue related to the societal challenge	Societal and economic impact to be created by 2027	Impact KPIs & City Impact Indicators	Targets to be achieved by 2024*	Targets to be achieved by the PA end year [2027]*	Targets to be achieved by 2027*	Relevant UN SDG Targets	Source of verification (to be completed only for the societal impacts)
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)
S01-Create liveable urban spaces	Unsafe and poor quality public spaces between buildings. Noise and air pollutants. Road safety problems due to high motorised traffic volumes. Loss of biodiversity. Urban heat islands in build-up areas.	Improve the quality of public space design and public infrastructure to encourage active modes and enhance the use of other alternative modes to motorised individual traffic. Introduce more green and blue elements to address climate emergency. Create the conditions through projects for public space to improve social inclusion and community cohesion.	# Public realm improvements (KSN03)	200	1825	1825	SDG 11.2 SDG 11.7	KAVA level

S01-Create liveable urban spaces	Unbalanced share of road space allocation between motorised transport (individual motorised transport, and freight vehicles (vans)) vs sustainable modes. Poor quality of the public infrastructure and reduced accessibility for active mobility. Road safety problems due to poor infrastructure design for active modes e.g. sharing of street space between cyclists and lorries. Air and noise pollution (as well as CO2 emissions) from transport.	Repurposing traffic road space to public places which encourage healthy and clean mobility and new flexible uses that could benefit urban liveability, the local economy and the environment. Improve the quality of public space for healthy lifestyles and mobility habits, and enhance accessibility for all. Develop new forms and flexible models of urban road space use.	Road space reallocation to public space	An increase will happen in 50% of City Club cities from levels of 2020	An increase will happen in 80% of City Club cities from levels of 2024	An increase will happen in 80% of City Club cities from levels of 2024	SDG 11.2 SDG 11.7	Proxies: City Club members
S01-Create liveable urban spaces	95% of the EU urban population remain exposed to pollutant concentrations above WHO air quality guidelines.	A modal shift to clean and healthy mobility alternatives to motorised transport. Reduce emissions from urban logistic operations by introducing new technologies and cleaner solutions.	City Club city inhabitants exposed to emissions in urban areas (derived from road transport)	A decrease will happen in 50% of City Club cities from levels of 2020	A decrease will happen in 80% of City Club cities from levels of 2024	A decrease will happen in 80% of City Club cities from levels of 2024	SDG 3.9	Proxies: City Club members

SO2-Close the knowledge gap	A rapidly changing transport sector attracts new talents, but there are challenges with equipping existing employees with the skillset required for meeting the needs of emerging and future changes. Transport decarbonization and deployment of alternative fuels will also change occupations. Several professions and new jobs are also expected to emerge in the future.	Creating new competencies that match future needs for the mobility sector including data management, software development, new transport fuels and modes of transport, innovation and entrepreneurship.	# Graduates from EIT labelled MSc/PhD programmes	500	1980	1980	SDG 4.4	KAVA level
			# Participants in non-degree education and training	15500	42500	42500		
SO2-Close the knowledge gap	A rapidly changing transport sector attracts new talents, and requires the right kind of competences that can support the systemic shift required in urban mobility.	Creating new competencies that match future needs and creating new solutions that can be implemented on the ground.	# Start-ups created of EIT labelled MSc/PhD programmes	24	79	79	SDG 8.1	KAVA level
SO2-Close the knowledge gap	A rapidly changing transport sector attracts new talents, but there are challenges with equipping existing employees with the	Creating new competencies that match future needs for the mobility sector and respond to city challenges.	# New courses developed	75	150	150	SDG 4.4 SDG 13.3	KAVA level

	skillset required for meeting the needs of emerging and future changes. Transport decarbonization and deployment of alternative fuels will also change occupations. Several professions and new jobs are also expected to emerge in the future							
SO3-Deploy green, safe, inclusive mobility solutions for people and goods	Development of solutions without direct implementation does not create sustainability over time and long-lasting impact.	Delivering on the impact of reducing GHG emissions and creating liveable urban areas through implementation and scaling of solutions.	# Innovation pilot scalings (KSN01)	39	72	72	SDG 11.2 SDG 11.6 SDG 11.7 SDG 13.2	KAVA level
SO3-Deploy green, safe, inclusive mobility solutions for people and goods	Disproportionate public and private investments in individual motorised transport and public infrastructure favouring individual car use compared to the share of EU citizens moving daily sustainably (walking, cycling, public	Moving away from investments and incentives benefitting individual motorised transport towards an increased share of public-private investments and incentives for sustainable urban mobility measures and services.	Mobilised funding on sustainable mobility infrastructure	30 mEUR	75 mEUR	75 mEUR	SDG 11.2	Proxies: Action & Interest Groups (AIG), Factory

	transport, shared modes and pooling).							
SO3- Deploy green, safe, inclusive mobility solutions for people and goods	Changing the status quo – for example the transport sector is highly fossil-fuel dependent, and we need new energy pathways for the transport sector (technological, regulatory, capacity, financial solutions) in order to support decarbonisation of the transport sector, new solutions and new ways of work to help to solve societal challenges such as climate change are needed.	Designing and testing new innovations that support the paradigmatic shift away from car-dependent urban mobility to people-centred urban accessibility.	# Designed/tested innovations	107	212	212	SDG 11.2 SDG 11.6 SDG 11.7 SDG 13.2	
SO4-Accelerate market opportunities	Changing the status quo required new solutions and new ways of work to help to solve societal challenges such as climate change.	Creating marketed innovations that can be implemented enables the longer term and economic sustainability of solutions, which delivers on impact.	# Marketed Innovations	74	164	164	SDG 11.2 SDG 11.6 SDG 11.7 SDG 13.2	KAVA level

SO4-Accelerate market opportunities	The emergence and promotion of new mobility services and novel transport market driving forces are expected to change the current system.	Supporting new market opportunities developed and newly emerging players in the urban mobility industry and ecosystem.	# Supported start-ups/scale-ups	418	748	748	SDGs 8.1	
SO5-Promote effective policies and behavioural change	Systemic changes require the involvement of all parts of society. Citizens are key enablers to change, but experience shows that they need to be involved from the outset both to promote acceptance of solutions and to improve the design and development of solutions to best support change.	Increased citizen involvement and level of active participation in decision making and co-creation of urban mobility solutions	# Demonstrations/pilots/ living labs within a project that actively involve citizens and/or local associations (KSN02)	228	468	468	SDG 11.3	KAVA level
SO5-Promote effective policies and behavioural change	Reducing the share of private motorised transport in cities is needed to deliver on impacts of better liveability, better use of urban space.	Mode share is a commonly used indicator that measures the impact of a city's policies on travel behaviour. As a result of continued investment in sustainable mobility, the KIC will contribute to	Modal share of sustainable mobility	An increase towards higher share of sustainable modes will happen in 50% of City Club cities from levels of 2020	An increase towards the target will happen in 100% of City Club cities from levels of 2024	An increase towards the target will happen in 100% of City Club cities from levels of 2024	SDG 3.9 SDG 9.1	Proxies: City Club members

		increase the mode share of walking, cycling, public transport use combined and reduce individual motorised transport.						
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*Targets are accumulative for the period of the KIC up to this year.