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GREENMO long-term Strategy for MED Green and Inclusive Mobility hubs

Strategic document on common vision, pillars
and objectives of MED inclusive mobility hubs

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Abbreviations

CCTV	Closed-Circuit Television
CEF	Connecting Europe Facility
DRT	Demand Responsive Transport
ERDF	European Regional Development Fund
EV	Electric Vehicle
GIS	Geographic Information Systems
IoT	Internet of Things
KPI	Key Performance Indicator
MaaS	Mobility as a Service
MED	Mediterranean
NGO	Non-Governmental Organization
PPP	Public-Private Partnerships
PT	Public Transport
RRF	Recovery and Resilience Facility
SUMP	Sustainable Urban Mobility Plan



Introduction

For many years, the Mediterranean (MED) region has lacked officially designated mobility hubs. While this situation has remained unchanged, the pressures of modern times make adaptation not only desirable but essential. The peculiarities of MED areas, including their diverse geography, varying economic conditions, intense seasonal demand and fragmented governance frameworks compared to Northern Europe, create barriers that complicate the implementation of mobility hubs. At the same time, the demand from citizens for improved, more inclusive, green and sustainable mobility options continues to grow. Public Authorities, often constrained by time and resources, have not been able to fully explore or prioritize new projects such as mobility hubs, despite their **potential to transform everyday mobility habits and public spaces**, partly due to the complexity of coordinating multiple stakeholders, services, and operational requirements.

To this end, the **GREENMO Strategy** has been developed to bridge this gap. Its purpose is to provide decision-makers and stakeholders in the MED countries with a practical common framework that simplifies the path towards introducing mobility hubs, making the process faster, more efficient and more impactful.

This document draws on the findings of the GREENMO project, incorporating the analysis of data collected both from the “top-down” and the “bottom-up” approach, namely from stakeholder interviews and citizens’ participatory surveys. This document outlines the co-defined **shared vision**, the **strategic pillars** as well as the **structural resources** of GREENMO strategy, while also introducing different typologies of inclusive MED mobility hubs. As a result, this strategy becomes a critical tool for addressing, through a common approach, the barriers that currently hinder the development of mobility hubs in the Mediterranean context.

The present deliverable provides a theoretical background, helping readers understand the concept of mobility hubs, their core elements and key definitions. It also serves as a practical guide, informed by the data gathered through the project. It concludes with the **GREENMO Strategy Cycle**, a step-by-step methodology divided into six stages that support policy-makers and stakeholders in navigating the entire process of mobility hub implementation, from the initial idea to long-term maintenance and monitoring.

In this way, the GREENMO Strategy is both **a reference and a roadmap**. By streamlining procedures and offering clear guidance, it enables faster, higher-quality results while enhancing the overall mobility experience for citizens and the cohesion of urban planning interventions. Ultimately, this deliverable seeks to support MED areas in upgrading their mobility systems, fostering inclusion, and ensuring that people feel more connected, valued, and satisfied in their daily lives in their town paving the way for the deployment of mobility hubs across the Mediterranean.



Aim

The aim of the GREENMO Strategy is to provide a **clear and comprehensive reference document** for the development, adaptation and integration of mobility hubs in MED areas. It is designed to turn the often-abstract concept of mobility hubs into concrete, actionable guidance that can be readily applied by policy-makers, urban planners, transport authorities and stakeholders. Through structured steps, methodological tools and practical examples, the document acts both as a guide and as a hands-on manual for embedding mobility hubs into regional and local planning frameworks.

This Strategy acknowledges that in **the Mediterranean regions**, the concept of mobility hubs is still new and largely undefined, with no comparable framework or guiding document currently available. As such, its primary purpose is to establish a common ground of understanding and provide clarity on what mobility hubs are, why they are important, and how they can be effectively implemented. In parallel, it seeks to adapt the mobility hub model to the unique characteristics of MED areas, taking into account local governance structures, geographic conditions, community needs, and cultural contexts.

By offering an **accessible** and **time-saving** resource, the GREENMO Strategy reduces complexity and helps decision-makers focus on what truly matters: making sustainable and inclusive mobility a reality in the local context. It enables policy instruments to act more efficiently, saving valuable time in research and design, while also supporting smoother upgrades and adjustments to existing mobility plans and interventions.

Ultimately, the GREENMO Strategy aims not only to guide the creation of mobility hubs, but also to **accelerate the transition** towards smarter, greener and more connected mobility systems in MED areas. It aspires to be both a catalyst for innovation and a foundation for regional cooperation, ensuring that mobility hubs will become a driver of local sustainable growth, social cohesion and environmental responsibility.

This specific document that includes the GREENMO common vision, the pillars, the mitigation of gaps on citizens' real needs and the description of specific objectives tailor-made for MED regional and local public authorities can be applied in any territory of the MED countries and beyond, such as Eastern Basin of Mediterranean were there are already project related to the Union of the Medit **aiming to improve regional policies effectively implementing sustainable mobility solutions.**



Structure

The strategic document is designed to provide readers with all the essential information needed to understand its scope, objectives and added value.

The deliverable is divided into **four main chapters**.

The first chapter, ***“The Concept of Mobility Hubs”***, lays the foundation by presenting the key definitions and typologies of mobility hubs, ensuring that readers gain a solid understanding of the topic. It highlights the importance, relevance and potential impact of mobility hubs, emphasizing why their implementation is critical for the Mediterranean region. The chapter also showcases the societal, economic, and environmental benefits that hubs can deliver. Drawing on the GREENMO project’s extensive research, it further explores the specific peculiarities of MED areas, such as geographic constraints, governance challenges and socio-economic conditions, offering valuable insights into the barriers that should be addressed and the adaptations required to achieve successful implementation.

The second chapter, ***“Mobility Hubs & GREENMO”***, introduces the GREENMO project and its direct link to the mobility hub concept. It outlines the project’s objectives, findings, and analysis of the governance framework currently influencing mobility hub implementation in MED areas. This chapter also articulates the vision of the GREENMO Strategy, setting the stage for the core of the projects’ deliverable, presented in the following section.

The third chapter, ***“Strategy Cycle”***, consists the cornerstone of this deliverable and presents a comprehensive methodology designed to support policy-makers and governments in the step-by-step implementation of mobility hubs. The GREENMO Strategy Cycle is structured into six stages: Engage, Understand, Design, Plan, Implement and Monitor. Each stage contains specific activities with steps that provide a clear roadmap, ensuring that the process is both systematic and adaptable. Together, these six stages offer a holistic approach to mobility hub implementation, tailored to the unique needs and challenges of MED areas.

Finally, the fourth chapter, ***“Conclusions”***, synthesizes the main highlights of the report, offering a concise recap of the strategy’s most important elements. It reinforces the value of mobility hubs for MED regions and leaves readers with a clear understanding of the GREENMO Strategy’s vision, benefits and practical applications.



Glossary

Public Transport: represents the backbone of most mobility hubs, including bus, light rail, or other mass transit options

Shared mobility services: refer to transportation services shared among users. They offer a range of flexible, on-demand services that complement existing public transit and taxis and include:

- **Shared Micromobility:** refers to a range of small, human and/or electric-powered transportation devices, such as bikes and scooters, that are managed as shared resources available to multiple users. Some special categories of shared mobility are further explained below to provide a short overview.
- **Carsharing** offers members access to vehicles by joining a service provider that provides and maintains a fleet of cars and/or light trucks. These vehicles may be located within neighbourhoods, at public transport stations, employment centers, universities, etc. The carsharing organization typically provides insurance, gasoline or electric vehicle charging, parking and maintenance. Members who join a carsharing organization typically pay a fee each time they use a shared vehicle.
- **Microtransit** is a privately or publicly operated, technology-enabled transit service that typically uses multi-passenger pooled shuttles or vans to provide on-demand or fixed-schedule services with either dynamic or fixed routing.
- **Carpooling /vanpooling** is defined as the formal or informal sharing of rides between drivers and passengers with similar origins and destinations. Services are typically provided on a not-for-profit basis.
- **Ridehailing** services are prearranged, on-demand transportation services, like Uber or Lyft, in which drivers and passengers connect via digital platforms. Digital applications are typically used for booking, electronic payment and ratings. Drivers are paid for services provided with tariffs typically set by the platform operator.

First/Last Mile Connectivity: refers to the challenge of getting travellers from their origin to a transit station or from a transit station to their final destination.

Amenities: Features like waiting areas, restrooms, or retail spaces enhancing the overall user experience at a mobility hub layout.



Executive Summary

The GREENMO Strategy sets out the **transformative guidelines for advancing sustainable, inclusive, and resilient mobility hubs** across the Mediterranean (MED) area. Conceived as more than transport nodes, mobility hubs are envisioned as dynamic, people-centered infrastructures that foster social cohesion, enhance accessibility, and integrate smart, green and multi-modal mobility solutions. Through the integration of innovation and context-awareness, the strategy tackles the dual realities of opportunities and challenges in MED territories, establishing mobility hubs as drivers of climate action, social inclusion and urban renewal.

This strategy and its step-by-step framework are primarily intended to support civil servants and local authority staff responsible for planning and implementing mobility hub projects in their local context. The structure and accompanying figures are designed as a practical guide to facilitate informed decision-making throughout the full project cycle, from initial assessment to implementation and monitoring, while further analysis of the relevant target groups and governance roles is provided in the GREENMO project **deliverable** [“Governance Structures of Mobility Hubs”](#).

The vision of the GREENMO Strategy is to create mobility hubs that are **co-designed with communities** and **adapted to the distinctive characteristics** of the Mediterranean context. MED cities and regions are marked by their geographic diversity, cultural richness and governance complexity, but also by fragmented transport systems, uneven accessibility and seasonal fluctuations caused by tourism and climate conditions. These conditions, while challenging, provide fertile ground for innovation.

The partnership recognizes that unlike Northern Europe, where mobility infrastructures are largely uniform, well-integrated and heavily regulated, MED hubs should operate in a **more fragmented and dynamic environment**. This requires models that are adaptive, decentralized, and flexible, balancing formal and informal transport systems, integrating community needs, while being able to respond to both daily and seasonal mobility patterns. By embracing these complexities, GREENMO promotes hubs that are modern and efficient while harmonized with the unique social, cultural and environmental situation of the Mediterranean.

At the heart of this vision lies a robust methodology that translates ambitious research into practical, step-by-step action. The GREENMO Strategy Cycle demonstrates the process with six interlinked stages, **Engage, Understand, Design, Plan, Implement and Monitor**, each with a set of concrete activities and subsequent steps. This methodological approach ensures that every stage is grounded in both conceptual clarity and practical usability, with a consistent framework covering focus, highlights, key questions, importance, purpose, steps, useful tips and milestones. From securing political commitment and building stakeholder coalitions, to analyzing territorial circumstances and citizens' needs, to co-creating visions and selecting pilot sites, the methodology ensures that all types of mobility hubs are



designed for real communities and their diverse contexts. Planning stages provide the operational backbone through governance, ownership and financing models, while implementation pilots act as living labs for experimentation and further engagement. Finally, monitoring introduces performance evaluation, adaptive management, and knowledge transfer, ensuring hubs remain future-ready and replicable across the Mediterranean.

In Stage 1 – Engage, the strategy establishes the institutional and community foundation upon which all subsequent actions depend. The focus is on securing political commitment, obtaining signed local mandates and building strong stakeholder networks which will be maintained over time. Political endorsement anchors mobility hubs within wider strategies on urban development, climate resilience and social inclusion, while diverse coalitions ensure legitimacy, ownership and reduced resistance during implementation. Without this foundation, no strategy can move forward effectively.

In Stage 2 – Understand, the process provides the evidence base by defining the problems and opportunities before designing solutions. This includes conducting territorial and functional assessments, mapping user needs and mobility patterns through targeted surveys, and reviewing the existing policy, regulatory and institutional frameworks for gaps and/or synergetic interventions. Evidence-based analysis ensures that the scheme of mobility hubs responds to real needs rather than assumptions, and it helps identify enablers and barriers that can make or break implementation.

In Stage 3 – Design, the strategy moves from “what we have” to “what we want to achieve.” Long-term visions and guiding principles are co-created with communities and stakeholders through participatory activities, ensuring inclusivity, legitimacy, shared ownership and public acceptance. Functions and services are defined based on demand, inclusiveness and feasibility, while pilot sites are strategically selected to maximize impact and visibility. This stage embodies the participatory approach of GREENMO, ensuring that hubs are not imposed but co-produced.

In Stage 4 – Plan, vision is transformed into concrete action by developing governance, ownership and financing models, and by preparing an integrated roadmap. Governance models clarify roles and responsibilities, financial instruments secure long-term sustainability, and roadmaps align actions with timelines. This stage provides the operational backbone of the strategy, ensuring accountability, resource allocation and institutional acceptance.

In Stage 5 – Implement, mobility hubs are brought to life through pilots, integration efforts and engagement campaigns. Piloting hubs enables testing, learning and adaptation before scaling up. Coordination with transport operators and urban planners ensures seamless integration into the wider mobility and urban system. Communication and citizen engagement campaigns build awareness, trust, and behavioural change, making hubs widely accepted and used.

In Stage 6 – Monitor, the strategy embeds a culture of continuous improvement. Performance monitoring frameworks with clear KPIs ensure accountability and transparency in the long run. Adaptive



management allows flexibility for the hubs to evolve with changing needs, technologies and expectations. Knowledge-sharing activities document lessons learned and promote replication across MED cities. This way, mobility hubs are not static infrastructure but dynamic systems that continuously generate value.

The following Figure illustrates the GREENMO Strategy, which is **structured around six stages** that together comprise sixteen key activities. The diagram conveys the sequential yet cyclical process, from political commitment to long-term monitoring, which allows policy-makers and stakeholders to design, implement and scale inclusive and sustainable mobility hubs across MED cities, and beyond.



Figure 1 The GREENMO Strategy Cycle with all 6 stages and 16 activities



These results demonstrate that the GREENMO Strategy can practically guide MED cities through the full cycle of mobility hub development. By addressing the specific challenges of the Mediterranean context, from fragmented governance and infrastructural gaps to seasonal fluctuations and informal mobility systems, GREENMO **contributes directly to MED policy priorities** on sustainable transport, climate resilience and social inclusion. Its emphasis on co-creation and citizen engagement aligns with the values of participatory governance, while its structured methodology provides clarity and replicability for local authorities and regional actors.

To sum up, the GREENMO Strategy envisions mobility hubs in MED areas as community-driven, multi-modal, and sustainable spaces that integrate **smart solutions with local identity**, turning mobility into a catalyst for social cohesion, environmental responsibility and resilient growth. The insights and outcomes generated through GREENMO, as presented above, have been consolidated to form the foundation of this strategic document, which represents both a roadmap and a reference for advancing green and inclusive mobility hubs across the region.



1. The Concept of Mobility Hubs

1.1 Definitions

Over time, many attempts have been made to define the concept of mobility hubs in a way that is both accurate and universally understandable. Across the sources examined, a common thread emerges: mobility hubs are designed to provide **seamless connections** between transport modes, offer **flexible** mobility options, and foster **community ties** (Rocholl et al., 2024a).

Building on this knowledge and informed by its own research, the GREENMO consortium has developed a **comprehensive definition**:

"Mobility hubs are meeting points for shared and active mobility within the existing public transport system. They serve as places of intermodal connectivity for these transport modes. In addition, mobility-related services such as parking facilities, and non-mobility related services such as food and drink kiosks are often integrated into mobility hubs. The aim is to centralize public mobility and other resources, ensuring an easy access between modes and the first- and last-mile connectivity."

In more detail, mobility hubs integrate **infrastructure** and **technology** to improve how people move and connect. They include features such as public transport stops, bicycle facilities and spaces for shared vehicles. Simultaneously, on the digital side, they rely on tools such as journey-planning apps, contactless payments, and real-time travel updates. By combining these dimensions, mobility hubs function as unified systems that simplify access to multiple transport options. In addition, considering the community aspect, every hub is designed in response to the distinct **needs of its community**, taking into account local mobility patterns, population profiles and cultural particularities.

Mobility hubs are more than transport nodes; they evolve into lively public spaces that encourage **community interaction** (Tran & Draeger, 2021). Thoughtfully designed with features such as seating, local shops, or artistic installations, they create welcoming environments where people can gather. This focus on placemaking elevates mobility hubs from functional transfer points into valuable community assets that enrich public life and strengthen social ties.

At the heart of the mobility hub concept, there are **three key elements**: 1. transport modes, 2. Mobility-related services, and 3. non-mobility-related services. These elements are integrated seamlessly, both physically and digitally, within a central hub. Dedicated safety signage and precautions complement these elements.



Transport modes include:

- Public transport: bus, tram, metro, train, water taxis (if relevant)
- Shared mobility: (e)bikes, e-scooters, cars, carpooling
- Active mobility: parking spaces for own bikes, connectivity to bike paths/pedestrian streets
- On-demand services: taxi stands, ride-hailing (e.g., Uber) pick-up and drop-off zones, and community bus services

Mobility-related services refer to car e-charging infrastructure and dedicated car parking spaces.

Non-mobility related services refer to seating areas, food and drink kiosks, parcel delivery lockers, shops, playgrounds, Wi-Fi, public toilets and more.

1.2 Typology

Mobility hubs can be classified in various ways, such as by functional typology, considering factors like scale, purpose, user groups, or temporal usage patterns (Roukouni et al., 2023). For GREENMO project, however, mobility hubs have been **categorized based on their location** which also influences their available space and characteristics.

1.2.1 Urban mobility hub

It is located in areas of high population density and, therefore, has a high demand for transport services. The hub is compact in design, with multiple modes of transport and services integrated into a small area. There is access to public transport, shared mobility such as (e)bike and e-scooter sharing, all with a focus on increasing multimodal public transport and active mobility, towards reducing private car use and traffic congestion.

1.2.2 Suburban mobility hub

It is defined by moderate population density, in mixed residential and commercial areas with limited public transport, which collectively result in a high level of car dependency. The area offers sufficient space for car parking and bicycle parking, as well as for the necessary charging infrastructure. The available space allows for the development of park and ride facilities, transit areas, kiosks, parcel delivery lockers and shared mobility options. By focusing on intermodal connectivity with regional transport networks, suburban neighbourhoods can provide first and last mile connectivity, reducing the need for private cars, especially to the nearby city center.



1.2.3 Rural mobility hub

It is defined around areas with lower population density, with dispersed communities, and a lack of public transport options, which results in a high dependency on private cars. In rural areas, there is a significant amount of available space, which can be utilised for car parking, bike parking, charging infrastructure, parcel delivery lockers, toilets, layover areas and other purposes. The services offered are primarily shared mobility, on-demand services, park & ride, carpooling and public transport. To cover long distances, it is essential to provide first and last-mile connectivity, as well as integration with regional transport networks.

Figure 2 illustrates how the design and character of mobility hubs are influenced by the relationship between **physical space availability** and the **variety of services** that can be included, depending on whether the hub type is urban, suburban, or rural (Weustenenk & Mingardo, 2023).

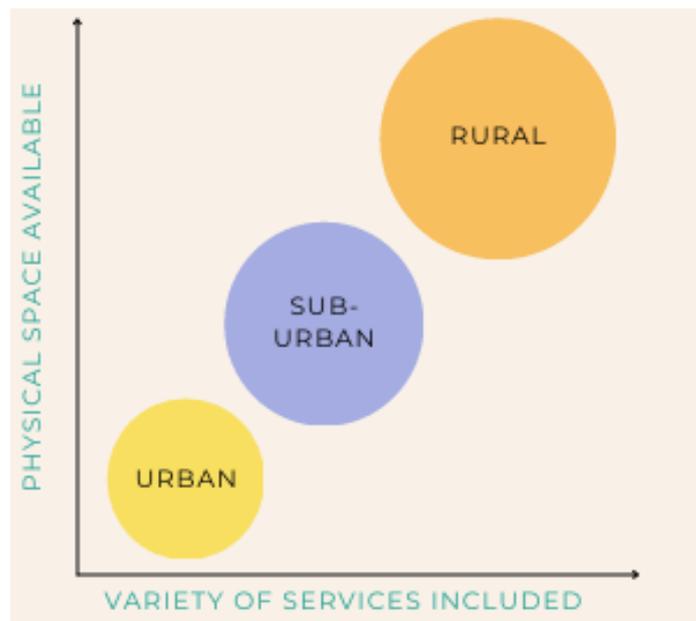


Figure 2 – Mobility hub typologies across spatial contexts

More specifically, in **urban mobility hubs**, space is often limited and highly contested. The yellow circle, the smaller one in the figure above, reflects both the limited physical space available and the fact that hubs should prioritize a narrower set of services, such as public transport connections, bike-sharing, or pedestrian infrastructure, geared towards dense populations and fast-paced mobility needs. In **suburban mobility hubs**, more physical space becomes available, and this allows the integration of a broader range of functions. The purple, medium-sized, circle above shows how suburban hubs are “in



between,” offering more diversity than urban hubs, while still being constrained compared to rural contexts. Regarding **rural mobility hubs**, space is abundant, which enables them to grow larger and incorporate a wide variety of services and facilities. The orange and larger circle depicted in the figure above represents this greater physical capacity and the potential for multifunctionality.

1.3 Importance and Relevance

The importance of mobility hubs lies in the **wide range of benefits** they generate when effectively implemented. These benefits reflect on pillars such as the society, the economy and the environment, contributing to more sustainable and inclusive transport systems. As stated in the GREENMO Deliverable [“The concept of mobility hubs”](#), in rural contexts, mobility hubs addresses the effects of limited transport provision for groups such as young people, older adults and low-income households, by improving access to essential services, education, employment and social activities, helping to reduce social isolation and mitigating the long-term effects of transport poverty and car dependency. In order to better illustrate the value of mobility hubs, the following paragraphs present their benefits grouped into categories according to the specific challenges they address.

A first set of benefits concerns **intermodal mobility, connectivity and transit services**. Mobility hubs enable seamless transfers between transport modes, tackling first- and last-mile challenges while reducing reliance on single-occupancy vehicles on the streets. By integrating mobility with non-mobility services, such as cafés, info kiosks, greenery, or parcel lockers, they also enhance the travel experience and generate added value for users who can run their errands. Examples include enjoying a coffee while waiting for a tram, receiving a parcel right after disembarking from the bus, consulting real-time information displays to plan onward trips, or leaving a bicycle in a secure parking facility before boarding public transport.

Safety and security form another cornerstone of hub success. Well-lit, visible and carefully designed spaces improve user confidence and encourage greater use. Security features such as cameras, emergency call points and protected cycle parking, reduce risks of theft or vandalism, making such hubs not only convenient but also a reassuring environment for travellers. These measures are particularly relevant for users who face a higher risk of violence or harassment when using mobility services, including women and gender-diverse people, BIPOC communities and queer users. For these groups, perceptions of safety strongly influence travel choices and willingness to use shared or public mobility options.

Equally important are benefits related to **accessibility and inclusion**. Ensuring design free of barriers for all, the mobility hubs provide equitable access for people with disabilities and reduced mobility, while also accommodating diverse physical, sensory and cognitive needs. Accessible amenities, level



boarding on buses or trams and digital kiosks equipped with assistive technologies make hubs inclusive spaces that foster community vitality. Green public areas and open spaces around hubs further promote interaction and well-being.

Another benefit is **flexibility**, since such hubs are designed to adapt to changing user needs and travel behaviour. Through the use of digital tools, on-demand services and integrated Mobility as a Service (MaaS) platforms, hubs provide customized travel experiences and simplify multimodal transfers. An example is the deployment of real-time shuttle services that adjust routes based on demand, or the possibility to plan and pay for an entire multimodal journey seamlessly through a single app.

Finally, mobility hubs contribute to the promotion of **green and sustainable mobility**. By reducing dependence on private cars, they ease congestion and lower greenhouse gas emissions, aligning with long-term sustainability goals at both city and regional levels. Charging stations for electric vehicles, bicycle-sharing schemes and the encouragement of active modes such as walking and cycling reinforce their environmental contribution, while also supporting healthier lifestyles.

Figure 3 illustrates the wide-ranging benefits of mobility hubs, organized across key categories that respond to specific urban challenges.

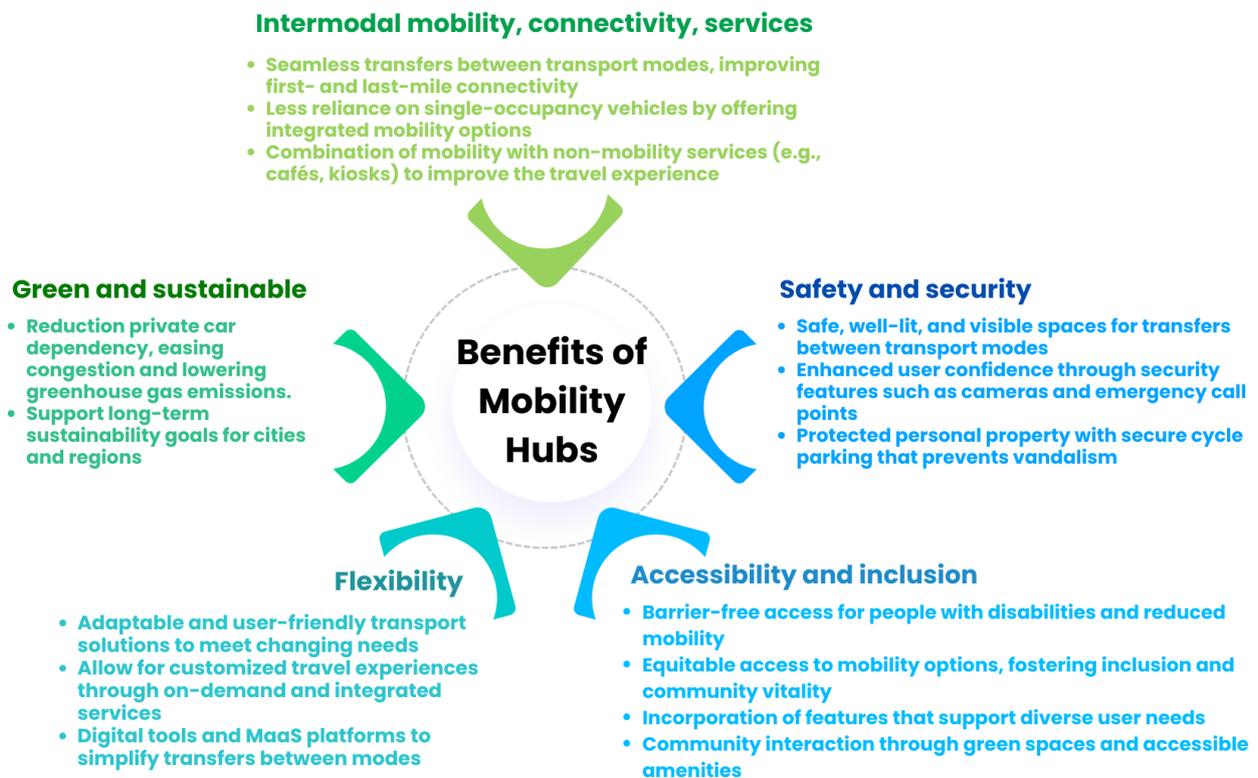


Figure 3 – Benefits of Mobility Hubs



1.4 Peculiarities of MED areas

The **GREENMO project**, and by extension this joint strategic document, is dedicated to advancing the implementation of mobility hubs in the **Mediterranean region**. At present, MED areas do not benefit from officially designated mobility hubs, meaning there are no formally recognised, standardised or policy-backed hub definitions, classifications or implementation frameworks adopted by regional or national authorities. In certain cases, there are mobility points that show elements of a hub, for example, a location where a train station is situated next to a bike-sharing station and a café. To those familiar with the concept of mobility hubs, the potential is clear, but such examples remain fragmented and informal rather than being recognized as fully developed hubs.

This absence of mobility hubs is largely due to a series of **structural, cultural and institutional barriers** that hinder their implementation in MED areas. These challenges include:

- **Insufficient public transport provision**

Limited coverage and frequency of buses, trains and trams reduce the backbone needed to support the planning of mobility hubs. Without a strong transit network, hubs cannot effectively function as intermodal nodes.

- **Cultural resistance to shared mobility**

In many MED communities, car ownership is deeply rooted as a cultural and social norm. This slows the adoption of shared mobility options such as bike-sharing, car-sharing, or e-scooter schemes.

- **Low awareness and acceptance of alternatives to private cars**

Citizens often lack knowledge about the advantages of sustainable mobility options, leading to underuse and reluctance to change habits.

- **Limited citizen involvement in planning**

Many mobility initiatives are designed top-down, with little consideration for people's needs or preferences, which reduces local acceptance and long-term success.

- **Weak Information and Communication Technology (ICT) integration**

Digital tools that could provide real-time information, integrated ticketing, or multimodal trip planning are often absent or underdeveloped, hindering smooth intermodal travel.

- **Unaligned fare policies between transport modes**

Lack of harmonization between fares for cycling, buses and other services prevents the creation of user-friendly, affordable multimodal journeys.



- **Connectivity gaps in rural areas**

Peripheral regions often lack even basic transport links, making it difficult to integrate them into wider networks through mobility hubs.

- **Underdeveloped infrastructure for active and shared mobility**

Missing or incomplete facilities, such as cycle paths, safe pedestrian routes, or designated spaces for shared mobility, limit accessibility and attractiveness.

- **Fragmented governance and lack of inter-institutional cooperation**

Weak collaboration between local, regional, and national authorities slows progress and leads to inconsistencies in planning, implementation, operation and maintenance.

- **Absence of supportive policies for alternative mobility modes**

Without clear regulations and incentives, innovative options such as e-scooters, car-sharing, or bike-sharing cannot thrive.

- **Disconnection between territorial and mobility planning**

Land use and mobility are often planned separately, resulting in poorly integrated solutions that fail to address wider spatial and social needs.

Recognizing and **addressing these barriers** is essential in order for MED regions to fully unlock the social, environmental and economic benefits that mobility hubs provide, transforming scattered mobility points into well-functioning, inclusive and sustainable hubs that serve communities effectively.

In general, the **Mediterranean region presents distinct characteristics and challenges** that set it apart from Northern Europe. Beyond the barriers already mentioned, mobility hubs in MED areas function within unique socio-economic, cultural and infrastructural conditions that shape their development in ways different from their Northern counterparts. Whereas Nordic cities benefit from highly regulated, modern and well-integrated mobility systems, Mediterranean cities must navigate more complex issues:

- **Congestion and informality:** Many MED cities have dense urban centers where informal transport modes, such as shared taxis or private shuttles, play a central role. Unlike Northern Europe, where public transport is highly structured and regulated, Mediterranean mobility hubs must integrate both formal and informal systems to remain effective.

***For example:** In Cairo, informal minibuses (so-called microbuses) carry millions of passengers daily but operate outside the formal public transport system, creating overlaps, congestion and safety concerns. This differs from Berlin, where transport modes are highly regulated and integrated under one Authority.*



- **Seasonal fluctuations:** The strong influence of tourism creates sharp variations in mobility demand. While Nordic cities experience relatively stable year-round patterns, Mediterranean hubs must operate under governance models that are flexible enough to adapt to seasonal peaks and off-season stillness.

***For example:** In Dubrovnik, Croatia, the population multiplies during summer due to tourism, overwhelming bus services and local roads. Yet in the winter, services run half-empty, making year-round management a challenge. In contrast, Stockholm sees relatively stable demand across all seasons.*

- **Climatic and cultural factors:** The warm Mediterranean climate encourages walking, cycling and micro-mobility solutions. Mobility hubs in MED areas must, therefore, prioritize infrastructure for active mobility, along with elements for protection from heat. In contrast, Northern hubs often place greater emphasis on linking passengers seamlessly to public transport due to colder, harsher weather conditions. Weather is a decisive factor in everyday travel choices, shaping where people go, how far they are willing to travel, how long they stay, and most importantly, which mode of transport they use.
- **Infrastructure gaps:** Outdated, insufficient, or fragmented public transport systems remain a significant challenge in many Mediterranean cities. This makes it harder to establish coherent and efficient mobility networks, unlike in Northern Europe where modern infrastructure provides a strong foundation for integration.

***For example:** In Naples, limited metro coverage and an aging bus network challenge consistent urban mobility, while Amsterdam's modern metro, tram, and bike infrastructure enables smoother intermodal connections.*

- **Funding and governance fragmentation:** Mediterranean mobility governance is often dispersed across multiple municipalities, each with its own regulatory framework. This contrasts with Northern Europe, where stronger institutional coordination and centralized policies better support mobility integration.

***For example:** In Barcelona, mobility responsibilities are spread across more than 30 municipalities, complicating coordination of hubs and services. In contrast, Helsinki's centralized transport authority enables more streamlined planning and implementation.*



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To overcome these challenges, **mobility governance in the Mediterranean should be adaptive, decentralized and highly flexible.** Unlike the Northern European model, MED frameworks need to balance formal and informal transport systems, respond effectively to seasonal variations, prioritize active and green mobility, and bridge infrastructural gaps. By doing so, mobility hubs in the region can evolve into inclusive, resilient and context-sensitive solutions that truly serve local communities.



2. Mobility Hubs & GREENMO

2.1 The GREENMO project

One of the most pressing challenges in Mediterranean areas today is the urgent need to **reduce traffic congestion and air pollution** in order to create healthier and more livable environments. These pressures are intensified by high commuting demands and the sharp seasonal fluctuations in traffic flows typical of MED regions. To address this, there is a growing demand for **transportation solutions** that are greener, faster, more flexible and better connected, all of which are essential to support a climate-friendly transition away from private car dependency.

In this regard, **mobility hubs** have emerged in Northern and Central Europe as a promising solution, designed to seamlessly integrate public and shared transport while offering a high-quality user experience within upgraded, attractive spaces that often include additional services. Yet, when this model is transferred to Mediterranean contexts, it faces unique challenges. Differences in mobility culture, behavioural patterns and governance structures mean that mobility hubs should be carefully studied, adapted and redesigned to fit the specific realities of MED areas.

The GREENMO project takes on this challenge by exploring the concept of mobility hubs as a pivotal step towards environmentally sustainable transport planning combined with urban development. Built on an **integrated and participatory approach**, it combines both top-down and bottom-up perspectives to better understand existing gaps, assess their impacts, and develop tailored strategies that can unlock the potential of mobility hubs for the Mediterranean region.

In short, the GREENMO project aims to promote the integration of Green and Inclusive Mobility hubs for greener MED living areas. It aims to achieve low carbon mobility in green living areas with the focus on mitigating the impact of urban mobility on the environment (CO₂ reduction), by supporting public authorities on how to holistically **leverage “mobility hubs” schemes** for climate change adaptation, while actively involving citizens and local communities to identify and mitigate their real needs/barriers towards affecting their behaviour and shifting to environment-friendly modes.

The GREENMO approach is structured around **four interconnected pillars** that together provide the foundation for delivering inclusive, resilient, and sustainable mobility hubs in MED cities. The first pillar, “Learning”, focuses on collecting and consolidating fragmented knowledge about different types of mobility hubs that support the transition to a low-carbon economy. This involves not only assessing their sustainability impact but also summarizing their core features and identifying the governance frameworks necessary to ensure their effectiveness. The second pillar, “Studying”, deepens this knowledge by combining top-down and bottom-up data collection. Through interviews with policy-



makers and stakeholders, as well as active engagement with citizens through workshops and questionnaires, GREENMO undertakes a comprehensive gap analysis that identifies shortcomings, clarifies real needs, and acts as a compass to guide relevant and impactful outcomes.

The third pillar, “Exchanging”, emphasizes **interregional learning** and cooperation. By facilitating the exchange of experiences among partners through joint meetings, thematic workshops, and comparative analyses, GREENMO fosters a culture of collective understanding and shared progress. Finally, the fourth pillar, “Capitalizing and transferring knowledge”, ensures that lessons are translated into long-term capacity building. This is achieved through targeted training activities, the creation of networks across the mobility ecosystem, and the incorporation of expert feedback to ensure that results are practical, durable, and replicable across different MED contexts.

The Figure 4 below illustrates the four pillars of GREENMO project approach.

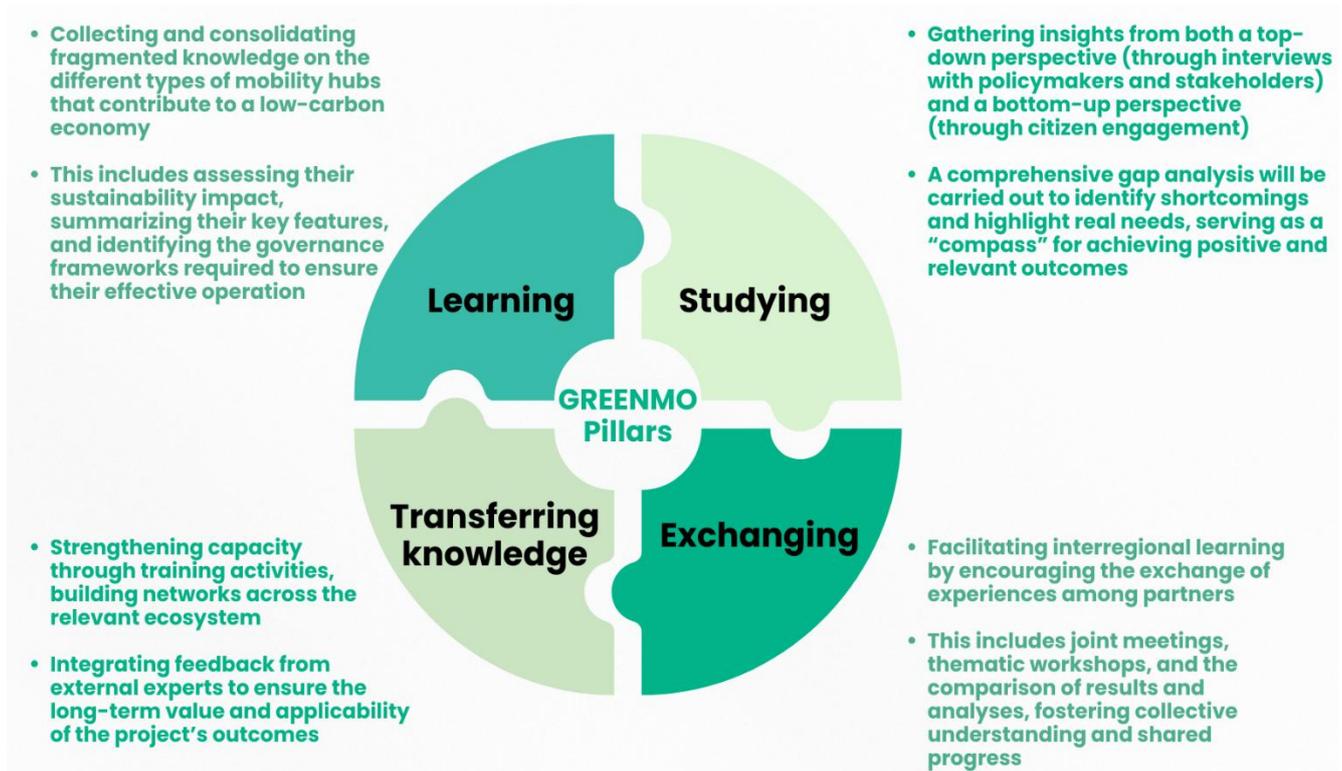


Figure 4 – The GREENMO four-pillar approach

Considering that mobility hubs will be a trend for the next years in Europe, the outputs of this project are crucial for the smooth implementation of mobility hubs and, consequently, for the **green transformation of MED areas**. Thus, GREENMO’s findings will significantly contribute to the Interreg Euro-MED Programme Mission “[Green Living Areas](#)”.

On the project level and taking into account the Programme’s requirements and KPIs, the **expected results** are:



- **Joint strategies and action plans taken up by organisations:** The project delivers this strategic document along with a recommendations document for green and inclusive mobility hubs that will lead to improved management and planning of sustainable mobility services in MED area.
- **Organizations with increased institutional capacity due to their participation in cooperation activities across borders:** Organizations involved in GREENMO are able to set and achieve low-carbon mobility goals through the knowledge, skills, methodologies, and strategies they have gained. They will be further reinforced on leveraging citizens' real needs for establishing green and inclusive mobility hubs in their living areas.

2.2 Governance Structure

When adapting governance to the concept of mobility hubs, it is essential to consider the three main contexts in which they operate: urban, suburban, and rural. Each type of hub, whether transit-oriented, demand-responsive, or multimodal, requires a **tailored governance approach** to ensure the effective coordination and integration of transport modes and supporting services. Aiming to illustrate these differences, three governance models are presented below, one per mobility hub type. Each of them is accompanied by a case study that highlights its specific characteristics and demonstrates the circumstances under which it is most appropriate to apply (Rocholl et al., 2024b).

2.2.1 Governance model in urban mobility hubs (high-density areas)

In densely populated urban areas, mobility hubs serve as key transport hubs, connecting different modes of public transport such as buses, trams, metro systems and shared mobility services such as bikes and scooters. The governance model for urban hubs often needs to **focus on high-density planning to ensure that services are frequent**, efficient and accessible to a large population. Urban hubs, also, play a key role in addressing congestion and sustainability, requiring coordinated efforts between local governments, transport authorities and private operators to reduce traffic and pollution, while improving the integration of formal and informal transport systems.



Good Practice Example

Canalejas 360 Hub in Madrid, Spain

The Canalejas 360 hub in Madrid is an example of urban mobility management through public-private partnerships. Located next to the pedestrianized Puerta del Sol, the hub integrates various **mobility and last-mile distribution services**. It offers charging points for electric vehicles, car and bike sharing, a parcel station, etc. All these services are digitally integrated within an app. This initiative demonstrates how municipal control can work in partnership with private companies.



2.2.2 Governance model in suburban mobility hubs (mixed-use areas)

Suburban hubs serve as important links between urban centres and surrounding communities. These hubs face unique management challenges, such as **balancing demand over a wider geographical area and meeting different levels of mobility needs**. They often act as a bridge between the more structured urban transport networks and the less formal, more car-dependent transport systems. Governance models in suburban centres may need to be more flexible and adaptable, ensuring that they meet fluctuating demand during peak hours or seasons, and addressing the integration of both formal public transport and informal modes such as shared rides or taxis. Suburban hubs benefit from PPP models where the public sector provides the infrastructure, while private operators manage the services. Incentive strategies (e.g. subsidies, tax incentives) can encourage private investment in shared mobility solutions.



Good Practice Example

Hoppinpunt in Antwerpen Park- and-Ride (P+R) Luchtbal, Belgium

Hoppinpunt Antwerpen P+R Luchtbal is a suburban mobility hub near Antwerp that serves as a large park-and-ride facility. It is part of a wider network of P+R hubs designed to facilitate seamless transitions between private vehicles and public transport. The hub offers bus and tram services, bike-sharing and e-scooter-sharing options, as well as parking facilities for private cars and two-wheelers, including e-charging stations. Governance involves government initiation and oversight, ensuring integration with regional mobility policies and providing multimodal travel planning through platforms such as [SlimNaarAntwerpen](#). This collaborative approach between public authorities and private service providers improves the services offered at the hub.



2.2.3 Governance model in rural mobility hubs (low-density areas)

In rural areas, mobility hubs are less frequent and often operate with **limited infrastructure and fewer transport services**. The governance model in rural areas requires a more decentralised approach, often involving local communities and community-driven solutions. It may focus on addressing gaps in public transport provision and ensuring that seasonal or irregular demand is met through flexible services such as demand-responsive transport or community shuttles. Government support is essential for rural hubs, as market-driven solutions alone are often not viable. Public Authorities need to invest in infrastructure and subsidise services such as demand-responsive transport (DRT).

Good Practice Example

Mobipunt Den Oever in the Netherlands

Mobipunt Den Oever serves as a rural mobility hub that efficiently connects a remote town to larger transport networks, helping to bridge the gap between rural areas and urban centres. This hub integrates multiple modes of transport, including buses, taxis and car-sharing services, with a focus on providing flexible and demand-driven options. Mobipunt Den Oever's governance model involves cooperation between local Authorities, public transport providers and private companies. Local Authorities provide the necessary infrastructure, while private partners manage the mobility services. Public subsidies ensure that the services remain affordable and accessible even when demand is low. In addition, this hub benefits from being part of a wider mobility network that connects rural areas to regional transport systems, ensuring that rural residents have the mobility options they need to access jobs, services and other important destinations.





By adapting governance models to the specific needs of urban, suburban and rural mobility hubs, Mediterranean cities will ensure more efficient, inclusive and sustainable transport solutions that address the region's diverse mobility challenges.

For more detailed guidance on selecting the appropriate governance model for the successful integration of mobility hubs, stakeholders are encouraged to consult the [second official deliverable](#) of the GREENMO project, available on the [project's website](#).

2.3 Adaptable Amenities Toolkit

Just as different governance models are required depending on the type of mobility hub, **the selection of amenities** should also be tailored to each hub's specific context. Mobility hubs vary in scale and function, shaped by local needs, design characteristics and environmental factors. Whether located in a dense urban core, a developing neighborhood, or a rural setting, each hub should be designed with versatility in mind. Rather than following rigid templates, hubs are conceived as adaptable structures that can evolve over time, with amenities added, modified, or removed as circumstances change, ensuring they remain responsive to community needs and effective in the long term.

To support this adaptability, the **Mobility Hub Amenity Matrix Toolkit** presented below offers guidance on the types of transportation amenities appropriate for each hub category. The matrix organizes amenities into four levels of importance:

- **Vital:** Core amenities that are essential for ensuring functionality and a positive user experience at a given hub type.
- **Recommended:** Strongly encouraged amenities that enhance the hub's effectiveness, though not strictly required.
- **Optional:** Features that may be included to reflect site-specific conditions or community preferences, but which are not central to the hub's primary functions.
- **Not Applicable:** Amenities that do not align with a given hub type.

By combining and prioritizing amenities in this way, each mobility hub can be optimally designed to balance **essential operations with context-specific enhancements**. While the matrix provides an overall checklist, its application should remain flexible, since not all amenities will be relevant in every case.



Table 1 – Mobility hub Amenities Matrix Toolkit

Mobility hub Amenities Toolkit		Urban hub	Suburban hub	Rural hub
Multimodal mobility	Train station	Recommended	Recommended	Optional
	Bus stop	Vital	Vital	Vital
	Micromobility	Vital	Recommended	Optional
	Bike parking	Vital	Recommended	Recommended
	Park & ride	Optional	Recommended	Vital
	Car sharing	Recommended	Recommended	Optional
	Ride share (Pick up / Drop off)	Vital	Recommended	Recommended
Non-mobility Amenities & Comfort	Device charging available	Recommended	Optional	Recommended
	Wi-Fi	Recommended	Optional	Recommended
	Sheltered seating area	Vital	Recommended	Vital
	Restrooms	Recommended	Recommended	Recommended
	Bike / scooter repair	Optional	Optional	Not Applicable
	Café / retail	Recommended	Optional	Recommended
Safety & Security	Pedestrian connections to the hub	Vital	Vital	Recommended
	Stress-free cycling infrastructure connecting to the hub	Vital	Recommended	Optional
	Universal design & accessibility	Vital	Vital	Vital
	Crosswalks	Vital	Recommended	Recommended
	Emergency call box	Recommended	Recommended	Vital
	CCTV/Surveillance cameras	Vital	Recommended	Vital
	Lighting	Vital	Vital	Vital
	Unobstructed visibility throughout the hub	Vital	Recommended	Recommended
Attractive design & climate	Solar-powered lighting and charging stations	Optional	Optional	Optional
	Green infrastructure	Recommended	Recommended	Optional
	Urban green rooftops	Recommended	Optional	Not Applicable
	Art installations	Optional	Optional	Optional
Information & Technology	Real-time information	Vital	Recommended	Optional
	Digital display	Recommended	Optional	Optional
	Signage	Vital	Vital	Vital
	Fare kiosk	Recommended	Recommended	Vital



This toolkit is intended to assist policy-makers and stakeholders in identifying **the most suitable amenities** for implementing mobility hubs in their regions. It can also serve as a **practical reference** throughout the stages of the GREENMO Strategy Cycle outlined later in this document.

2.4 Vision of GREENMO Strategy

The GREENMO Strategy envisions a future where mobility hubs are co-created with communities, serving as spaces that **go beyond transport functions** to foster social bonds, inclusivity and local identity. These hubs will serve as dynamic, multi-modal gateways that integrate shared, smart, and sustainable mobility solutions, tailored to the evolving needs of the Mediterranean region.

This vision is deeply rooted in the **unique characteristics of MED areas**, recognizing their geographic diversity, cultural richness and varied governance frameworks, as previously mentioned. The strategy takes into account the challenges of fragmented territories, limited accessibility, seasonal dynamics, and differing levels of institutional capacity, while turning them into opportunities for innovation. By acknowledging these peculiarities, GREENMO seeks to create mobility hubs that are not only efficient and modern, but also context-sensitive, resilient and harmonized with the distinctive social and environmental landscape of the Mediterranean.

Guided by the principles of **adaptability, digital innovation**, and **aesthetics environment**, GREENMO hubs will embody simplicity, functionality and Bauhaus-inspired design, while embracing the values of accessibility and equity. They will act as green, people-centered infrastructures that encourage co-creation, foster environmental responsibility, and contribute to vibrant, resilient, and connected communities.

 Ultimately, the vision is to **transform mobility into a catalyst for social cohesion, climate adaptation and sustainable growth** across MED areas. 

To sum up, the GREENMO Strategy envisions mobility hubs in the MED Areas as **community-driven, multi-modal** and **sustainable** spaces that integrate **smart** solutions with **local identity**, turning mobility into a catalyst for social cohesion, environmental responsibility and resilient growth.

The insights and outcomes generated through the activities of the GREENMO project, as presented above, have been consolidated to form the foundation of the following chapter, which represents the cornerstone of this strategic document.



3. Methodology for the GREENMO Strategy Cycle

The document and the proposed strategy cycle build directly on the work carried out during earlier phases of the project. In particular, they draw on the outcomes of participatory workshops with citizens, interviews with policy-makers, and the feedback collected through the citizen questionnaire survey. In parallel, previously developed project deliverables, [“The concept of Mobility Hubs”](#) and the report on [“Governance structures of mobility hubs”](#) have substantially informed both the content of this document and the overall structure and sequencing of the strategy cycle.

The following diagram explains the above.

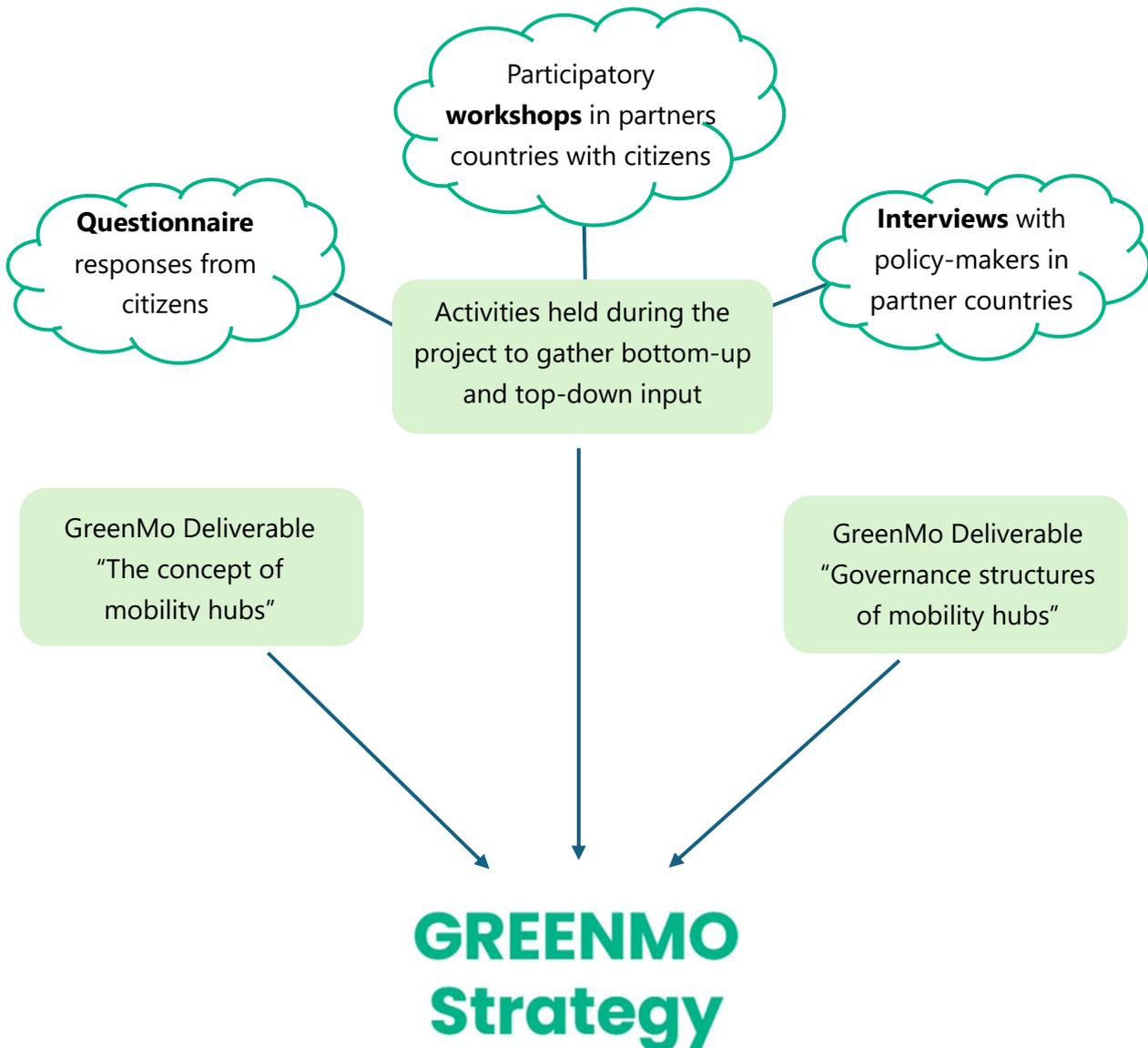


Figure 5 - The methodology behind the development of GREENMO Strategy Cycle



4. GREENMO Strategy Cycle

The **GREENMO Strategy Cycle** is conceived as a comprehensive roadmap to guide the establishment of green and inclusive mobility hubs across MED cities. It acknowledges that mobility hubs are not isolated infrastructures but interconnected systems that link transport, urban planning, governance, finance, and the everyday practices of citizens. To address this complexity, the Strategy Circle organizes the process into six interdependent stages: Engage, Understand, Design, Planning, Implementation, and Monitoring. Each stage consists of a set of targeted activities that ensure cities can progress from political endorsement and context analysis to vision setting, operational planning, pilot deployment and continuous improvement.

Figure 6 illustrates the GREENMO Strategy, which is structured around six stages that together comprise sixteen key activities. The diagram conveys the sequential yet **cyclical process**, from political commitment to long-term monitoring that allows policy-makers and stakeholders to design, implement and scale inclusive and sustainable mobility hubs across MED cities.



Figure 6 – The GREENMO Strategy Cycle for the development of green and inclusive mobility hubs



To ensure that the proposed Strategy is clear and practical for local Authorities and stakeholders, each activity is described through a **structured methodology**. It begins by identifying the central focus of each stage, followed by a short overview of its main highlights and the key questions that should guide reflection. Each activity is then presented in more detail through a set of standardized dimensions, including its importance and relevance, the specific purpose it serves, the steps required for its successful execution, practical tips that can help overcome challenges, as well as the milestones that demonstrate achievement.

Figure 7 presents the standardized framework applied across all activities of the GREENMO Strategy.

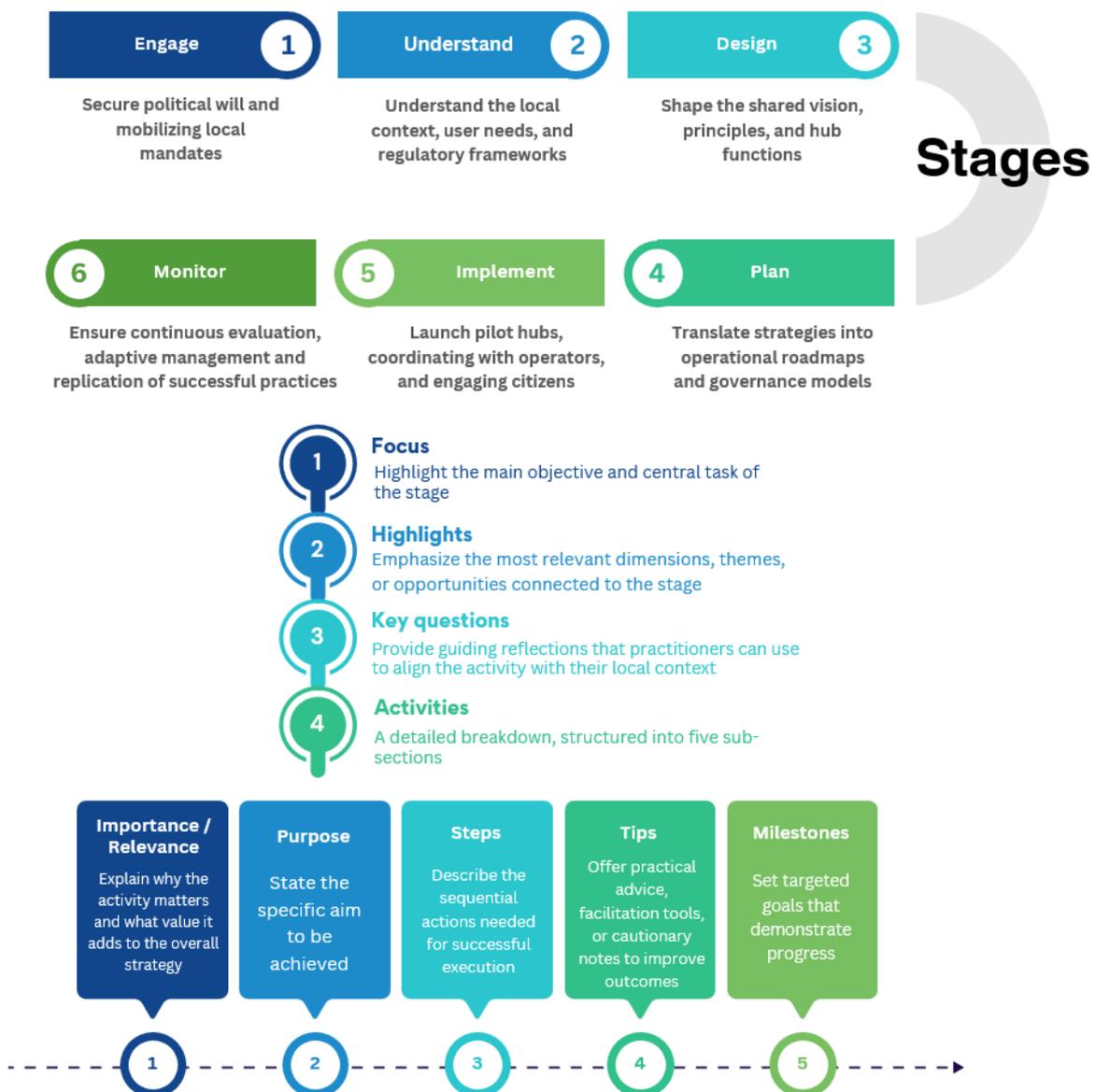


Figure 7 – Methodological structure and overview of the main steps of the GREENMO Strategy



4.1 Stage 1 - Engage

The first stage of the GREENMO Strategy refers to the Engagement of proper actors, which establishes the institutional and community foundation upon which all subsequent stages depend. The focus of this stage is to **secure the institutional and community foundation for green and inclusive mobility hubs in MED areas**. This foundation is critical, as without strong political support, organizational mandates, and the active involvement of stakeholders, no strategy for inclusive mobility hubs can advance effectively. That is why this stage comes first: it lays the groundwork that enables long-term continuity, resource allocation, and legitimacy for the entire process.

The highlights of this stage underscore its importance. **Political support** and formal mandates form the backbone of long-term hub success, ensuring that initiatives are not short-lived or vulnerable to shifts in leadership or funding priorities. Equally essential is the creation of a strong and diverse **stakeholder network** that brings together local authorities, transport operators, civil society and private sector actors. Such a coalition guarantees legitimacy, fosters shared ownership, and reduces resistance during implementation. At the same time, anchoring mobility hub initiatives in broader frameworks such as the European Green Deal, the Sustainable and Smart Mobility Strategy, and principles of social equity along with the Resilience and Recovery Facility, the Social Climate Fund, Cohesion Policy Funds, the Connecting Europe Facility, and the Urban Innovative Actions programme, enhances trust, resilience, and alignment with wider policy goals.

Figure 8 presents the focus and highlights along with the key questions for the ENGAGE stage. It illustrates how securing political will, institutional mandates and stakeholder engagement creates the essential foundation for the subsequent stages of the GREENMO Strategy.



Figure 8 – Overview of Stage 1 – Engage

4.1.1 A1. Secure Political Commitment and Local Mandates

Securing political commitment and formal local mandates is the **essential first step for launching mobility hubs** in the Mediterranean area. Without the endorsement of elected officials and institutional bodies, initiatives risk remaining fragmented, short-lived, or overshadowed by competing priorities. A clear political mandate anchors mobility hubs within broader strategies on urban development, transport, climate resilience and social equity, ensuring that the vision is both legitimate and actionable.

The purpose is to establish a **clear political and institutional endorsement** that anchors the strategy and provides long-term direction. This is achieved by mapping the relevant decision-making bodies, drafting commitment statements linked to inclusion and climate goals, identifying and empowering political “champions,” while securing formal approval through councils or municipal mandates. To strengthen adoption, hubs should be framed not just as transport projects but also as actions for social inclusion, resilience and urban regeneration of public spaces. The key milestones of this process are the endorsement of a political commitment statement, formalized through endorsement statements, mandates, and official resolutions, that help convert ambition into lasting institutional support, reducing the risk that the initiative will be deprioritized or abandoned during changes in political leadership.

Equally important in this process is the **evaluation of available capacities and resources**. Political endorsement without a realistic assessment of financial means, technical expertise and institutional capacity risks, remains symbolic. Through early identification of resources, whether preliminary funding



streams, staff expertise, or institutional tools, Authorities and stakeholders can demonstrate feasibility, strengthen political buy-in, and ensure that commitments translate into actionable strategies.

Figure 9 describes the activity A1. 'Securing Political Commitment and Local Mandates' within Stage 1 – Engage, highlighting its role in providing legitimacy, resources and continuity for mobility hub strategies, as well as outlining the related importance, purpose, steps, tips and milestones.



Importance/Relevance



Without political backing and a formal mandate, mobility hub initiatives risk fragmentation or short-term implementation. A strong commitment anchors the hubs within broader urban, transport, and climate strategies. Political commitment and institutional mandates are the cornerstone of any strategy aiming to establish inclusive and green mobility hubs. Without explicit support from elected officials and integration into formal mandates, there is a risk that the initiative remains fragmented, short-lived, or overshadowed by competing priorities.

Purpose

Establish a clear **political and institutional endorsement** that legitimizes the process, mobilizes resources and sets a vision aligned with the Green Deal and social equity strategies.

Steps

1

Map relevant political actors and decision-making bodies



2

Draft a political commitment statement or resolution linking hubs with climate and inclusion agendas



3

Identify and empower "champions" (politicians, mayors, municipal directors)



4

Secure formal approval and letters of support through councils, boards, or municipal mandates



Tips

Frame mobility hubs not only as a transport project, but as a **social inclusion, climate resilience and urban upgrade action** to appeal to a broader political audience

Milestones



Political commitment statement endorsed



Mandates and resolutions officially recorded

Figure 9 – Stage 1 – Engage: A1. Secure Political Commitment and Local Mandates



4.1.2 A2. Set up the Stakeholder Network and Taskforce

In this activity of the first stage, the emphasis is on building a **broad and interdisciplinary stakeholder network** to ensure legitimacy, ownership and long-term sustainability of mobility hub initiatives. Because hubs intersect with many domains, ranging from transport and urban planning to social inclusion, digital services, and local business development, a strong coalition of actors is essential. Engaging stakeholders as early as possible reduces resistance, fosters smoother decision-making, and creates a governance ecosystem capable of sustaining hubs beyond the pilot phase. Civil society organizations, Non-Governmental Organizations (NGOs), representatives of vulnerable groups and the private sector play a particularly important role, as their participation strengthens transparency and enhances wider social acceptance. In urban contexts, this network can also include actors rooted in the everyday life of neighbourhoods, such as community associations or mobility-oriented citizen groups, whose involvement helps identify local priorities and reinforce the social legitimacy of the hubs.

The purpose is to establish a functioning network of actors with clearly defined roles and responsibilities, forming a cooperative governance base. This process involves **mapping public and private stakeholders**, convening an inception workshop to define shared priorities, and creating a formal taskforce with leadership and decision-making rules. A stakeholder engagement plan further clarifies communication channels, responsibilities and frequency of interaction. To ensure inclusiveness, facilitation tools such as roundtables and moderated discussions can balance power dynamics and give voice to vulnerable populations, underrepresented groups, and individuals who may feel excluded due to gender, socioeconomic status, or other barriers. The successful completion of stakeholder mapping and the official establishment of a taskforce with clear leadership are the milestones that mark the success of this activity.

Figure 10 presents the activity A2. 'Set up the Stakeholder Network and Taskforce' within Stage 1 – Engage, highlighting the importance of building a functioning coalition of actors and outlining the related importance, purpose, steps, tips and milestones.



Importance/Relevance



Building a diverse and interdisciplinary stakeholder network is critical because mobility hubs intersect with multiple domains: transport, urban planning, social inclusion, digital services, and local business development. A strong stakeholder coalition ensures legitimacy, collective intelligence, and shared ownership of the project, reducing resistance and fostering smoother decision-making. The establishment of a dedicated taskforce with clear roles and responsibilities provides structure and accountability, while systematic engagement of civil society organizations, NGOs, representatives of vulnerable groups, and the private sector enhances transparency and social acceptance.

Purpose

Establish a **functioning network of actors** with clearly defined roles and responsibilities, creating a cooperative governance base

Steps

1

Identify and properly list the stakeholders of the area, both public and private ones



2

Invite stakeholders to an inception workshop to define priorities and expectations



3

Form a formal taskforce with defined roles, leadership, and decision-making rules



4

Develop a stakeholder engagement plan (communication channels, frequency, responsibilities)



Tips

Power imbalances may silence marginalized groups. **Use facilitation tools** (e.g., round tables, moderated discussions) to ensure all voices are heard

Milestones



Stakeholder mapping completed



Taskforce officially established with clear leadership

Figure 10 – Stage 1 – Engage: A2. Set up the Stakeholder Network and Taskforce



4.2 Stage 2 - Understand

The second stage of the GREENMO Strategy focuses on the analysis of current situation, which provides the evidence base needed to design mobility hubs that respond to actual conditions rather than assumptions. The focus of this stage is to understand the baseline conditions, user needs and institutional framework shaping mobility hubs in MED areas. This stage **defines the problems and opportunities** that should be addressed before solutions will be designed, ensuring that the strategy is both context-sensitive and grounded in reality. It is important to recognize that mobility hubs form only one element of a broader, integrated set of measures, supporting the overall solution while acknowledging that they cannot address mobility challenges on their own.

The highlights of this stage emphasize its role in creating a **clear and objective starting point**. Evidence-based analysis guarantees that mobility hubs are tailored to real user needs and not based on generalizations. Mapping territorial and functional conditions through data allows gaps and opportunities to become visible, helping stakeholders target interventions where they are most needed. Reviewing the policy and institutional framework further ensures that hubs are developed within a supportive ecosystem, reducing risks of conflict while identifying enabling conditions for success.

Figure 11 provides the focus and highlights along with the key questions for the UNDERSTAND stage. It illustrates how evidence, data, and institutional review provide the foundation for designing solutions that are context-specific, inclusive, and feasible within MED cities and regions.



Figure 11 – Overview of Stage 2 - Understand



4.2.1 A3. Conduct a Territorial & Functional Assessment

In this activity of the second stage of the Strategy, the focus is on **developing a solid understanding** of the territorial and functional context in order to adapt mobility hub strategies to **local realities**. The MED area is highly diverse, encompassing dense urban centers, dispersed rural settlements, and coastal or touristic areas with strong seasonal fluctuations. Such diversity often creates unequal access to mobility options and raises the risk of exclusion for vulnerable groups. With the establishment of a clear baseline of the existing mobility landscape, stakeholders can identify both gaps and opportunities, ensuring that hub planning responds directly to the specific conditions of each area.

The purpose is to build a **comprehensive baseline overview of relevant data** as are transport infrastructure, land use, demographics and spatial mobility gaps. This involves collecting and harmonizing data on networks, services and socio-economic indicators, mapping them into GIS or structured databases, and defining service areas around key transport stops to test coverage. Identifying areas with weak or absent provision, whether poor public transport accessibility, missing cycling lanes, or underserved socio-economic groups, makes it possible to prioritize interventions where they are most needed. The process should also consider not only where services are missing but where quality is low, such as low-frequency or unreliable operations. The milestones of this activity are the creation of a comprehensive database and the completion of a territorial and functional assessment report with maps that visualize disparities and inform decision-making.

Figure 12 provides the activity A3. 'Conduct a Territorial and Functional Assessment' within Stage 2 – Understand, highlighting the importance of tailoring mobility hub strategies to diverse local contexts and outlining the related importance, purpose, steps, tips and milestones.



Importance/Relevance



A solid understanding of the territorial and functional context is the foundation to tailor the process to each local context. MED areas are highly diverse, combining dense urban centers, dispersed rural settlements, and coastal or touristic regions with seasonal peaks. These characteristics create unequal access to transport options and increase the risk of exclusion for certain groups. This activity helps local stakeholders build a clear baseline picture of the existing mobility landscape, making gaps and opportunities visible through data and spatial analysis.

Purpose

Build a baseline overview of transport infrastructure, land use, demographics and spatial mobility gaps

Steps

1

Collect baseline data about transport infrastructure, land use, demographics, socio-economics



2

Gather information on road networks, public transport routes or stops and map and harmonize data into GIS or structured databases



3

Define service areas with buffers around public transport stops to check coverage of key trip generator points



4

Identify mobility gaps and areas with poor coverage by public transport, shared schemes, cycling or pedestrian networks



Tips

Focus not only where services are missing, but also **where the quality is low** (e.g., low frequency, poor accessibility)

Milestones



Comprehensive database created



Territorial & functional assessment report with maps completed

Figure 12 – Stage 2 – Understand: A3. Conduct a Territorial & Functional Assessment



4.2.2 A4. Assess User Needs & Mobility Patterns

In this activity of the second stage, the emphasis is placed on **understanding the real travel habits, needs and barriers** of users to ensure that mobility hubs are aligned with local demand. Without a solid grasp of user behaviour, there is a risk that hubs may be underutilized or poorly integrated into the mobility system. With the combination of qualitative insights, such as interviews, focus groups, and mobility diaries with quantitative evidence from ticketing, app tracking, or traffic counts, stakeholders can build a holistic picture of accessibility gaps, multimodal practices, and intermodality needs. Special attention is given to the travel patterns of women, youth, older adults and persons with reduced mobility, ensuring that the resulting mobility hubs are inclusive, equitable, and responsive to the lived experiences of all groups.

The purpose is to capture **multimodal behaviour and barriers through a mix of methods**, ranging from surveys and participatory workshops to statistical and digital data collection. This process includes implementing inclusive user surveys, collecting mobility data, applying participatory techniques such as walk-alongs or citizen labs, and analyzing the specific needs of vulnerable groups. The use of participatory tools not only enriches the data but also empowers users to influence design outcomes, fostering a sense of ownership. Success is measured through the completion of user surveys and participatory sessions, and the delivery of an analytical report that includes user personas and mobility patterns as guidance for hub planning.

Figure 13 presents the activity A4. 'Assess User Needs and Mobility Patterns' within Stage 2 – Understand, highlighting the importance of anchoring mobility hub design to user behaviour and outlining the related importance, purpose, steps, tips and milestones.



Importance/Relevance

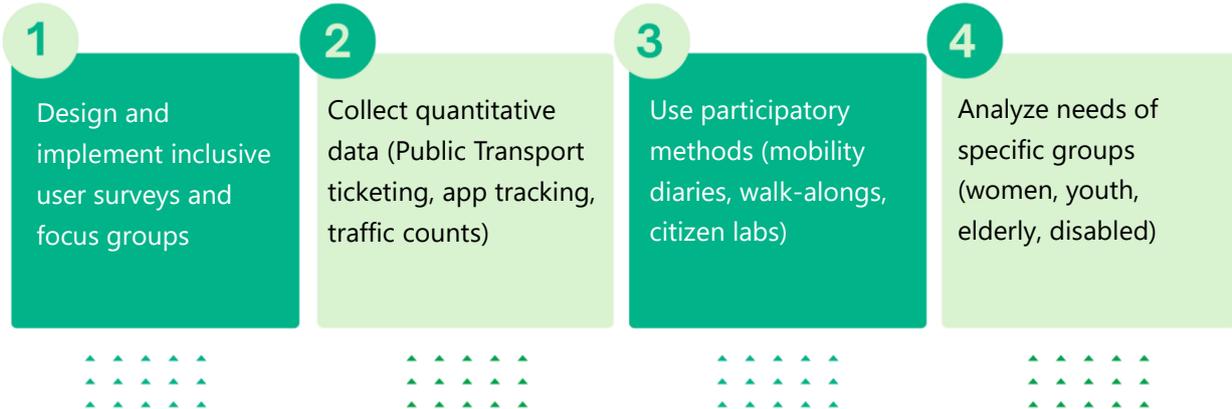


Mobility hubs succeed only if they respond to the actual travel habits, needs, and barriers of their users. Without a deep understanding of user behaviour, mobility hubs risk being underutilized or misaligned with local demand. Gathering insights through both qualitative methods (interviews) and quantitative data (mobile tracking) provides a holistic view of multimodality, accessibility barriers, and demand for intermodality. Paying special attention to the mobility patterns of women, young people, older adults, and persons with reduced mobility ensures inclusiveness and equity

Purpose

Capture multimodal behaviour, barriers and demand for multimodality through both qualitative and quantitative tools

Steps



Tips

Combine **digital tools** (mobile tracking or app-based surveys) with **participatory approaches** (focus groups) to capture both large-scale behavioural data & in-depth user perspectives

Milestones

- ✓ Surveys and participatory sessions of user behaviour & barriers completed
- ✓ Analytical report with user personas and mobility patterns delivered

Figure 13 – Stage 2 – Understand: A4. Assess User Needs & Mobility Patterns



4.2.3 A5. Review Policy, Regulatory & Institutional Framework

Policies, regulations and institutional frameworks play a **decisive role in shaping the feasibility and success of mobility hubs**. They can act as strong enablers that support alignment with wider urban and climate strategies, or as significant barriers that delay or block progress. Conducting an early review of relevant frameworks ensures that potential conflicts are addressed before implementation begins. By analyzing urban mobility strategies, land-use plans, climate action frameworks and legal instruments such as zoning rules or state aid regulations, stakeholders gain clarity on what is permissible and under what conditions. This process not only prevents bottlenecks but also opens pathways for synergies with ongoing initiatives, embedding hubs within a supportive and coherent policy ecosystem.

The purpose of this activity is to **map out the key policies, regulatory measures and institutional documents** that directly influence the design, financing and operation of mobility hubs. It involves systematically reviewing existing policy documents, identifying institutional roles and overlaps, as well as spotting both regulatory enablers and potential conflicts. Based on this analysis, recommendations can be drafted to align hub objectives with broader frameworks, while cross-departmental working sessions help overcome fragmentation and delays. Milestones include the completion of a comprehensive policy and institutional review and the identification of gaps, enablers and constraints, all of which provide a roadmap for smoother implementation.

Figure 14 depicts the activity A5. 'Review Policy, Regulatory & Institutional Framework' within Stage 2 – Understand, highlighting the importance of embedding hubs in a supportive policy ecosystem and outlining the related importance, purpose, steps, challenges and milestones.



Importance/Relevance



Policies, laws, and institutional roles can be either strong enablers or major blockers for hub deployment. Early review and mapping the framework is crucial to avoid bottlenecks later before implementation begins. Urban mobility strategies, land-use plans, climate action frameworks, and legal instruments (such as zoning laws or state aid rules) define what is feasible and under what conditions while avoiding overlaps. This analysis provides a roadmap for alignment, identifies potential legal hurdles, and opens opportunities for synergies with ongoing initiatives.

Purpose

Map relevant policies, regulations, and actors influencing hub design, financing, and operation

Steps

1

Collect and review policy documents and measures (SUMPs, land use, climate, inclusion, state aid)



2

Identify institutional roles and overlapping responsibilities



3

Spot regulatory enablers and conflicts



4

Draft recommendations to align with hub objectives



Tips

Institutional fragmentation may cause delays; set up cross-departmental working sessions to mitigate

Milestones



Policy and institutional review completed



Gaps, enablers, and constraints identified

Figure 14 – Stage 2 – Understand: A5. Review Policy, Regulatory & Institutional Framework



4.3 Stage 3 - Design

The third stage of the GREENMO Strategy is the Design, which marks the transition from understanding the current situation to shaping the future vision. The focus of this stage is to define the **vision, functions and locations of mobility hubs** through **co-creation with stakeholders and communities**. Ambitions are translated into guiding principles, service concepts and site selection, setting the direction for practical implementation. With the active engagement of stakeholders and citizens in the design process, mobility hubs become not only technically sound but also socially relevant and widely supported.

The highlights of this stage demonstrate the **importance of participatory and strategic design choices**. Developing a shared long-term vision ensures that hubs are consistent with broader urban and mobility strategies, such as Sustainable Urban Mobility Plans (SUMP) and climate action frameworks. Co-designing hub elements and services with users enhances inclusiveness, usefulness, and acceptance, strengthening ownership and legitimacy. At the same time, selecting pilot sites in a strategic manner maximizes the visibility, scalability, and long-term impact of hubs, allowing early successes to pave the way for broader replication.

Figure 15 depicts the focus and highlights along with the key questions for the DESIGN stage. It illustrates how shaping the vision, services, and locations of hubs through collaborative processes sets the foundation for inclusive, impactful and scalable implementation in MED areas.



Figure 15 – Overview of Stage 3 - Design



4.3.1 A6. Co-create Vision, Guiding Principles & Hub Functions

A strong guiding vision and clearly defined hub functions are essential for the long-term success of mobility hubs. Developing this vision collaboratively with citizens, stakeholders, and institutions prevents hubs from being treated as isolated projects and instead positions them as drivers of sustainable, inclusive, and climate-resilient mobility. Co-designing the specific hub functions, such as bike-sharing, electric vehicle (EV) charging, parcel lockers, digital services, or social spaces, ensures that hubs respond to real community needs and everyday demands. This **dual process of visioning and co-creation** also strengthens ownership, legitimacy and trust, bridging the gap between technical experts, local authorities, operators and residents. Ultimately, hubs become not only transport nodes but also symbols of collective ambition, integrated seamlessly into wider strategies such as SUMP, climate action, and urban renewal plans.

The purpose is to **collaboratively define the long-term direction, guiding principles, and desired functions of mobility hubs** so they remain coherent with strategic goals and aligned with local needs. This activity includes organizing participatory design-thinking workshops with communities, institutions, NGOs, and operators; defining guiding principles such as inclusiveness, universal accessibility, and environmental neutrality; and co-creating hub functions based on demand and feasibility. The process concludes with documenting the shared vision and drafting a functional package linked to wider strategic frameworks. Visual storytelling tools, such as sketches, mock-ups, or future maps, can be particularly helpful to make concepts tangible for non-technical audiences. The milestones of this activity are the finalization of a shared vision and guiding principles document, and the production of a preliminary hub design concept endorsed by both citizens and local authorities.

Figure 16 presents the activity A6. 'Co-create Vision, Guiding Principles & Hub Functions' within Stage 3 – Design, highlighting the importance of aligning long-term direction and hub functions with local needs and outlining the related importance, purpose, steps, tips and milestones.



Importance/Relevance



The long-term success of mobility hubs depends on both a strong guiding vision and a set of functions that respond to real community needs. Developing a shared vision with citizens, stakeholders, and institutions prevents hubs from being perceived as isolated projects and instead positions them as drivers of sustainable, inclusive, and climate-resilient urban mobility. At the same time, co-designing hub functions ensures that the services offered, such as bike-sharing, EV charging, parcel lockers are aligned with everyday realities and demands. This dual process of visioning and co-creation builds ownership, legitimacy, and trust, while also bridging the gap between technical experts, local Authorities, operators, and residents.

Purpose

Collaboratively define the long-term direction and guiding principles, as well as the specific functions and services of desired mobility hubs, ensuring coherence with strategic goals & alignment with local needs

Steps

1

Organize participatory design-thinking workshops with communities, institutions, NGOs, and operators



2

Define guiding principles (e.g., universal accessibility, environmental neutrality, integration with PT, inclusiveness)



3

Co-create and evaluate possible hub functions based on demand, inclusiveness, and feasibility



4

Document the shared vision and draft functional package, linking them to wider strategic frameworks



Tips

Use **visual storytelling tools** (sketches, mock-ups, future maps) to make the vision and functions tangible for non-technical audiences

Milestones



Shared vision and guiding principles document finalized



Preliminary hub design concept produced and endorsed by citizens and local Authorities

Figure 16 – Stage 3 – Design: A6. Co-create Vision, Guiding Principles & Hub Functions



4.3.2 A7. Identify Potential Pilot Sites for Implementation

In this activity of the Design stage, the focus is on selecting **the most suitable pilot sites** to showcase the value of mobility hubs and ensure early visibility. Pilot sites act as proof-of-concept locations, and their success can inspire wider confidence among stakeholders. Poorly chosen sites, on the other hand, risk low usage, negative perceptions, or wasted resources. A transparent selection process based on objective criteria, such as connectivity to transport networks, land availability, social impact potential, and climate resilience, helps guarantee that pilot hubs demonstrate maximum relevance and impact. Prioritizing sites that **combine strong demand with symbolic value** allows cities to create visible showcases that set the stage for broader replication and scaling.

The purpose is to establish a **shortlist of potential sites and to prioritize them** through a structured, evidence-based approach. This involves defining selection criteria, applying multi-criteria analysis, ranking candidate sites based on feasibility and scalability, and validating the choices with stakeholders and local authorities. In order to support transparent decision-making, a multi-criterion scoring table can be developed to compare potential sites side by side. The milestones of this activity are the completion of a candidate site list and the official selection of one to three pilot sites that will serve as early demonstrators of the GREENMO strategy.

Figure 17 shows the activity A7. 'Identify Potential Pilot Sites for Implementation' within Stage 3 – Design, highlighting the importance of transparent site selection to maximize hub visibility and outlining the related importance, purpose, steps, tips and milestones.



Importance/Relevance

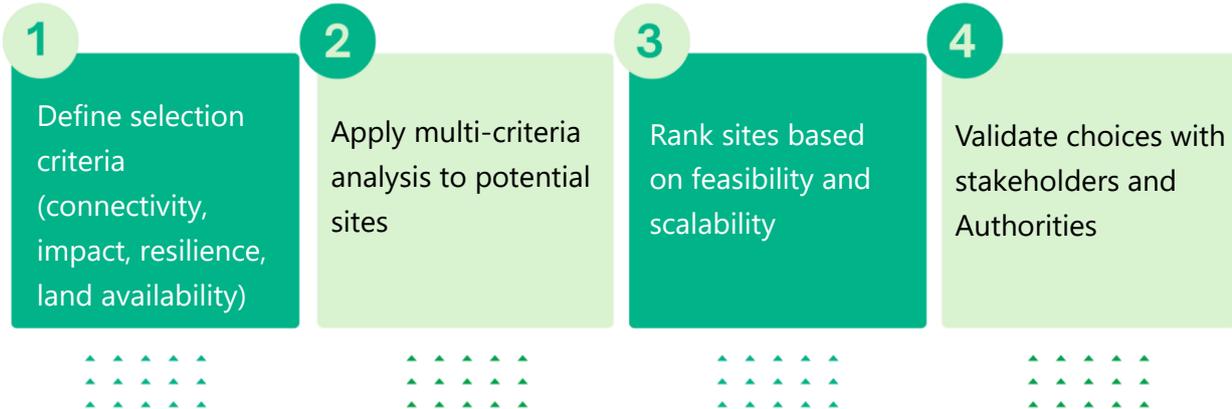


Selecting appropriate pilot sites is a critical factor to ensure quick wins and visibility, since poorly chosen locations can result in low usage, negative perceptions, or wasted resources. A transparent site selection process based on clear criteria, such as connectivity to transport networks or climate resilience, ensures that the pilot hubs demonstrate maximum relevance and visibility. By prioritizing sites that combine strong demand with symbolic value, cities can create showcases that inspire confidence among stakeholders and lay the groundwork for broader replication & scaling.

Purpose

Shortlist and prioritize locations for hub deployment based on objective and transparent criteria

Steps



Tips

Create a multi-criterion scoring table comparing candidate sites

Milestones



Candidate site list completed



1-3 pilot sites officially selected

Figure 17 – Stage 3 – Design: A7. Identify Potential Pilot Sites for Implementation



4.4 Stage 4 - Plan

The fourth stage of the GREENMO Strategy is about planning, which transforms the shared vision into actionable steps that can be implemented in practice. The focus of this stage is to **translate the vision into concrete plans, governance models and financial mechanisms** for mobility hubs. Acting as the engine that makes the vision implementable, this stage ensures that ambitions are backed by clear structures, defined responsibilities and sustainable resources. Without strong planning, even the most inspiring designs risk remaining only on paper.

The highlights of this stage underline the elements that make implementation possible. A clear roadmap aligns **actions, responsibilities and timelines**, providing stakeholders with a shared framework to coordinate effectively. Governance and ownership models establish accountability and operational clarity, ensuring that roles are well-defined throughout the lifecycle of the hubs. Finally, financial planning guarantees not only the launch of hubs but also their long-term sustainability and operation, balancing affordability for users with scalability for future expansion.

Figure 18 illustrates the focus and highlights along with the key questions for the PLAN stage. It illustrates how the translation of a shared vision into concrete roadmaps, governance frameworks and financing models enables mobility hubs to move from design to implementation.



Figure 18 – Overview of Stage 4 - Plan



4.4.1 A8. Develop an Integrated Implementation Roadmap

In this activity of the fourth stage, the focus is on developing a structured and integrated roadmap that reduces risks of delays, overlaps, or inefficiencies during implementation. Clearly defined responsibilities and actions enable stakeholders to coordinate effectively while **ensuring transparency for both decision-makers and citizens**. Aligning the roadmap with existing strategies, such as SUMP, climate action plans, and urban development initiatives creates coherence, fosters synergies and strengthens institutional buy-in. Thus, the roadmap becomes a shared reference point that guides collective efforts and keeps the project on track.

The purpose is to structure hub implementation into phases with clear milestones, responsibilities, and timelines. This includes **defining phases of delivery, from preparation to pilot testing and eventual scale-up**; assigning responsibilities across departments and partners; aligning the roadmap with wider strategic frameworks; and validating the plan with political leaders and stakeholders. To improve accessibility, the roadmap can be presented through visual tools such as Gantt charts or timelines, making it easy to follow for both experts and non-experts. The milestones of this activity are the endorsement of the roadmap, its integration into official planning, and the clear allocation of responsibilities across institutions.

Figure 19 presents the activity A8. 'Develop an Integrated Implementation Roadmap' within Stage 4 – Plan, highlighting the importance of structuring implementation into phases and outlining the related importance, purpose, steps, tips and milestones.



Importance/Relevance



A structured and integrated roadmap reduces the risks of delays, overlaps, or inefficiencies during implementation. Clearly outlining actions, responsibilities, and timelines allows stakeholders to coordinate effectively and provides transparency for both decision-makers and citizens. Aligning the roadmap with existing strategies such as SUMP, climate action plans, and urban development initiatives ensures coherence, creates synergies, and strengthens institutional buy-in. The roadmap becomes a shared reference point that guides collective efforts and keeps the project on track.

Purpose

Structure **implementation into phases** with milestones, responsibilities and timelines

Steps

1

Define phases of the mobility hub delivery based on the defined vision and its type (preparation, pilot, scale-up)



2

Assign responsibilities to departments and partners



3

Align roadmap with existing mobility, climate, and urban plans



4

Validate roadmap with political leaders and stakeholders



Tips

Use a visual **Gantt chart or timeline** to make the roadmap easy to follow for both experts and non-experts

Milestones



Roadmap endorsed and integrated into official planning



Responsibilities assigned across institutions

Figure 19 – Stage 4 – Plan: A8. Develop an Integrated Implementation Roadmap



4.4.2 A9. Define Governance, Ownership & Operational Models

In this activity of the Plan stage, the priority is to establish clear governance, ownership, and operational models that ensure accountability, stability and efficiency. Unclear or fragmented governance often leads to misunderstandings, delays, or conflicts between actors, while well-defined roles create transparency and trust. By deciding who designs, finances, operates and maintains the mobility hubs, stakeholders can guarantee long-term sustainability. Exploring various options, such as municipal or private ownership, public-private partnerships (PPP), cooperative arrangements, or concession-based models, gives cities the **flexibility to choose approaches that best fit their resources and context**. Strong governance frameworks also include mechanisms for cross-departmental coordination, ensuring that mobility, planning, digitalization, and social services are integrated into a single coherent system.

The purpose is to define and agree on **the most suitable governance and ownership model for each hub**. This involves reviewing possible models, clarifying the roles of departments and operators, selecting the preferred approach, and establishing mechanisms for coordination and accountability. Anticipating conflicts, particularly between municipal departments, is crucial. To this end, setting up a cross-sectoral coordination platform helps resolve disputes early and keep processes on track. The milestones of this activity are the clarification of ownership and operational roles and the formal approval of a governance agreement by the competent authorities, which collectively provide a strong institutional foundation for hub implementation.

Figure 20 gives the activity A9. 'Define Governance, Ownership & Operational Models' within Stage 4 – Plan, highlighting the importance of clear roles and responsibilities for long-term accountability and outlining the related importance, purpose, steps, challenges and milestones.



Importance/Relevance



Unclear governance can undermine hub success leading to misunderstandings, conflicts. On the contrary, clearly defining roles for planning, building, operating, and maintaining ensures accountability and efficiency. Defining who designs, who finances, who maintains, and who operates the hubs establishes accountability and stability. Considering different models allows cities to adapt governance to their specific context and resources. Effective governance frameworks also include mechanisms for cross-departmental coordination.

Purpose

Decide the **most suitable governance and ownership model** for each mobility hub case

Steps

1

Review possible models (municipal, private, PPP, cooperative, concession)



2

Define roles of departments and operators (transport, land use, digital)



3

Select preferred ownership and operational model(s)



4

Establish coordination and accountability mechanisms



Tips

Conflicts may arise among municipal departments; set up a **cross-sectoral coordination platform** to solve disputes early

Milestones



Ownership and operational roles clarified



Governance agreement approved by Authorities

Figure 20 – Stage 4 – Plan: A9. Define Governance, Ownership & Operational Models



4.4.3 A10. Secure Funding & Identify Financial Instruments

In this activity of the fourth stage, particular attention is given on the **ensurance of the financial sustainability of mobility hubs**, both at launch and in long-term operation. Estimating investment and operational costs is a prerequisite for identifying suitable funding sources at the EU, national, and local levels, such as European Regional Development Fund (ERDF), Interreg, Connecting Europe Facility (CEF) or the Recovery and Resilience Facility (RRF). Beyond traditional public funding, exploring complementary mechanisms, including PPP, sponsorships, membership schemes, or land value capture models, can reduce the dependency on a single stream and strengthens resilience. The balance between users' affordability with cost-effectiveness for operators is equally important to guarantee that hubs remain accessible while financially viable over time.

The purpose is to establish a **diversified financial plan** that covers **capital investment and long-term operations**. The steps involve estimating costs for investment, operation and maintenance of each type of mobility hub; mapping available EU, national and regional instruments; evaluating alternative and innovative mechanisms; drafting a comprehensive financial sustainability and affordability plan. A practical approach is to combine public funding for infrastructure with private partnerships for services, balancing inclusiveness with efficiency. The milestones of this activity are the preparation of cost estimates, the identification of funding sources, and the formal approval of a financial plan that secures the stability of the initiative.

Figure 21 provides an overview of the activity A10. 'Secure Funding & Identify Financial Instruments' within Stage 4 – Plan, highlighting the importance of building financial sustainability for mobility hub implementation and outlining the related importance, purpose, steps, tips and milestones.



Importance/Relevance



Financial sustainability underpins both the launch and long-term operation of mobility hubs. Estimating capital expenditures and operational costs, while identifying suitable funding sources at EU, national, and local level, creates the financial foundation for action. Exploring complementary mechanisms such as sponsorships, or land value capture models strengthens resilience and reduces dependency on a single funding stream. Balancing affordability for users with cost-effectiveness for operators is key to ensure that hubs remain accessible and financially viable.

Purpose

Define funding sources and mechanisms covering both capital investment and long-term operations

Steps

1

Estimate costs for investment, operation, and maintenance



2

Identify EU, national, and regional funding instruments (ERDF, Interreg, CEF, RRF)



3

Explore alternative mechanisms (PPP, sponsorships, value-capture, memberships)



4

Develop financial sustainability and affordability plan



Tips

Consider to combine **public funding for infrastructure with private partnerships** for services to balance inclusiveness and efficiency

Milestones



Cost estimates prepared



Funding sources identified, and financial plan approved

Figure 21 – Stage 4 – Plan: A10. Secure Funding & Identify Financial Instruments



4.5 Stage 5 - Implement

The fifth stage of the GREENMO Strategy is about the implementation, where mobility hubs move from planning into reality. The focus of this stage is to **bring mobility hubs to life** through pilot projects, coordinated integration, and active citizen engagement. Implementation provides the opportunity to test ideas under real-world conditions, demonstrating the value of hubs while building trust and momentum. With the treating implementation as both a showcase and a learning process, cities can refine their approach while creating visible results that inspire confidence among stakeholders and the public.

The highlights of this stage capture its role as the turning point of the strategy. Launching pilots and demonstrators allows cities to **test, learn and adapt before scaling up**, reducing risks while generating tangible benefits. Strong coordination with transport operators and urban planners ensures that mobility hubs are seamlessly integrated into the mobility system. At the same time, communication and engagement **campaigns** raise awareness, foster trust and encourage behavioural shift towards more sustainable travel choices. Together, these actions make hubs not only functional but also visible, accepted and valued by the communities they serve.

Figure 22 presents the focus and highlights along with the key questions for the IMPLEMENT stage. It illustrates how pilot projects, cross-sectoral coordination, and citizen engagement bring mobility hubs into practice and prepare the ground for long-term adoption and scaling.



Figure 22 – Overview of Stage 5 - Implement



4.5.1 A11. Launch Pilot Hubs & Demonstrators

In the first activity of the fifth stage, **mobility hubs move from planning into practice** through the establishment of pilot sites. Pilots act as testbeds that allow cities to validate innovative ideas under real-world conditions, assess technical feasibility and understand user behaviour and operational challenges. By starting with one to three pilot hubs, stakeholders create a safe environment for experimentation, learning, and adaptation, thereby reducing the risks of failure when scaling up. Successful pilots not only provide visibility and generate trust among citizens and partners but also serve as tangible showcases that demonstrate the value of integrated, inclusive, and sustainable mobility solutions to a wider audience.

The purpose is to establish **one to three pilot mobility hubs as demonstrators** of the strategy. This involves selecting sites based on readiness and impact potential, applying agile procurement and flexible design-build methods, launching operations with robust maintenance and safety protocols, and monitoring early outcomes to enable rapid adjustments. Pilots should be treated as living laboratories, where trial-and-error is embraced, lessons are documented and continuous adaptation is prioritized. The milestones of this activity are the establishment of one to three pilot hubs and the successful launch of accessible services, marking the first concrete results of the mobility hub strategy.

Figure 23 presents the activity A11. 'Launch Pilot Hubs & Demonstrators' within Stage 5 – Implement, highlighting the importance of pilot sites as testbeds for innovation and outlining the related importance, purpose, steps, tips and milestones.



Importance/Relevance



Pilot sites act as testbeds where innovative ideas can be validated under real-world conditions before being scaled. By implementing one to three pilot sites, it allows cities to assess technical feasibility, user experience, and operational challenges in practice. These pilots provide a safe environment for experimentation, learning, and adaptation, reducing the risks of large-scale failure. Successful pilots also generate visibility, build trust among stakeholders, and serve as tangible examples that communicate the benefits of mobility hubs to a broader audience.

Purpose

Establish 1-3 pilot mobility hubs as demonstrators of integrated, inclusive, and sustainable mobility in your area

Steps

1

Select pilot sites based on readiness and impact potential



2

Use agile procurement and flexible design-build approaches



3

Launch operations with strong maintenance and safety protocols



4

Monitor early outcomes and adjust quickly



Tips

Treat pilots as living labs, accept trial-and-error, document lessons, and adapt continuously

Milestones



1-3 pilot hubs established



Services launched and accessible

Figure 23 – Stage 5 – Implement: A11. Launch Pilot Hubs & Demonstrators



4.5.2 A12. Coordinate with Transport Operators & Urban Planners

In the second activity of the Implement fifth stage, the focus is on ensuring seamless integration of mobility hubs into the wider transport network and urban areas. **Coordination with public transport operators** is crucial to align schedules, ticketing systems and service connections, preventing hubs from being perceived as stand-alone projects. **Collaboration with urban planners**, meanwhile, ensures that issues of accessibility, safety and public space design are addressed from the beginning, reinforcing hubs as integral elements of the mobility ecosystem. The cross-sectoral collaboration between transport operators, urban planners and local authorities, can maximize the utility of mobility hubs, generate long-term user loyalty and support broader goals of inclusive and sustainable mobility.

The purpose is to **embed mobility hubs into the broader transport and planning system**, ensuring accessibility, safety, and integration with other urban priorities. This involves working closely with transport and shared mobility operators, engaging non-mobility service providers through tailored incentives, while coordinating with planners to upgrade surrounding infrastructure such as cycling lanes, sidewalks and signage. Alignment with wider urban renewal projects further strengthens coherence and visibility. A key challenge is the potential misalignment between transport and planning departments, which can delay progress; this can be mitigated by setting up joint planning sessions to synchronize actions. The milestones of this activity are the formalization of agreements with transport operators and competent planning authorities, and the integration of mobility hub improvements into broader urban planning and renewal frameworks.

Figure 24 presents the activity A12. 'Coordinate with Transport Operators & Urban Planners' within Stage 5 – Implement, highlighting the importance of cross-sectoral integration and outlining the related importance, purpose, steps, challenges and milestones.



Importance/Relevance



Seamless integration into existing transport systems and the urban environment is another precondition for mobility hub success. Close coordination with public transport operators ensures alignment on schedules, ticketing and network connectivity, while collaboration with urban planners addresses issues of accessibility, safety, and public space design. Without such coordination, hubs risk being perceived as isolated add-ons rather than integral elements of the mobility ecosystem. By fostering cross-sectoral collaboration, hubs can achieve maximum utility and long-term user loyalty.

Purpose

Integrate the concept of mobility hubs into the **broader transport and planning system**, ensuring accessibility and safety

Steps

1

Coordinate with public transport operators & shared mobility operators on service connections, schedules and ticketing



2

Coordinate with non-mobility service providers and grant them incentives. Explain to them the concept in detail and highlight the benefits



3

Coordinate with urban planners and organizations to upgrade surrounding infrastructure, ensuring high-quality standards and integration of the co-defined guiding principles



4

Align hub improvements with wider urban renewal projects



Tips

Misalignment between transport and urban planning departments of Authorities may delay integration; **set joint planning sessions to synchronize**

Milestones



Agreement with transport operators and competent planners finalized



Integration of mobility hub improvements

Figure 24 – Stage 5 – Implement: A12. Coordinate with Transport Operators & Urban Planners



4.5.3 A13. Develop Communication & Citizen Engagement Campaigns

The last activity of the implementation stage focuses on **promoting awareness, fostering community knowledge** and ensuring citizens take an active role in mobility hub initiatives. Without effective communication and engagement, hubs risk low visibility, misunderstanding, or even resistance from the public. Well-designed campaigns play a crucial role in building trust, encouraging behaviour change towards sustainable mobility, while ensuring that people understand how to use and benefit from the hubs. Interactive community events, tactical urbanism pilots, and educational programs help to create a sense of ownership and public acceptance, positioning integrated mobility hubs not just as infrastructure, but as shared spaces shaped by and for the community.

The purpose is to **develop inclusive and dynamic communication strategies** that both inform and engage. This involves designing campaigns through social media, local press, and schools; organizing community events such as mobility festivals and tactical pilots; implementing educational activities focused on sustainability; and collecting citizen feedback to refine messages and approaches. Temporary interventions like pop-up hubs and open street events can serve as both communication platforms and testing grounds for new ideas. Temporary interventions, such as pop-up mobility hubs or open street events, can function both as communication platforms and as testing grounds. These initiatives can be complemented by creative incentives to encourage the use of mobility hub services, including financial partnerships with local shops, gamification strategies that reward frequent users, or community “competitions” that promote active participation and engagement. The milestones of this activity are the launch of a communication strategy and the successful delivery and recording of community events and campaigns, ensuring that engagement efforts leave a lasting impact.

Figure 25 presents the activity A13. ‘Develop Communication & Citizen Engagement Campaigns’ within Stage 5 – Implement, highlighting the importance of public awareness and participation for long-term acceptance, and outlining the related importance, purpose, steps, tips and milestones.



Importance/Relevance



Without public awareness and support, mobility hubs may face resistance or low usage. Indeed, even the best-designed hubs will fail if people are unaware of them or unclear about how to make the most of them. Communication and engagement campaigns play a vital role in raising awareness, fostering trust, and encouraging behavioural shifts toward more sustainable transport modes. Interactive events, tactical urbanism interventions, and educational programs not only inform but also involve citizens directly in shaping and using the hubs.

Purpose

Raise awareness, educate communities and promote participation in hub activities

Steps

1

Design inclusive communication campaigns (social media, local press, schools)



2

Organize community events (mobility festivals, tactical urbanism pilots)



3

Implement educational programs on sustainable mobility)



4

Collect citizen feedback and adapt messages



Tips

Use **temporary interventions** (pop-up hubs, open streets) as both communication and testing tools

Milestones



Communication strategy launched



Community events and campaigns delivered and recorded

Figure 25 – Stage 5 – Implement: A13. Develop Communication & Citizen Engagement Campaigns



4.6 STAGE 6 - Monitor

The sixth and final stage of the GREENMO Strategy refers to monitoring the performance of the mobility hubs in the long run. It closes the loop of the Strategy Cycle while, in parallel, feeding insights back into earlier phases. The focus of this stage is to track, evaluate and improve mobility hubs through evidence-based monitoring, adaptive management and knowledge sharing. Following a “**build–test–learn–scale**” approach, this stage ensures that hubs remain relevant, effective, and continuously aligned with user needs and policy goals. Monitoring transforms local initiatives into living systems that evolve over time, while also creating a knowledge base that strengthens collective capacity across the MED areas.

The highlights of this stage show how monitoring underpins both **accountability and long-term success**. Performance monitoring through Key Performance Indicators (KPIs) provides transparency for decision-makers, funders, and citizens, while offering the data required to evaluate progress. Adaptive management enables mobility hubs to be refined and improved continuously, keeping them responsive to changing urban conditions, technologies and social needs. Keeping track of what worked well and what didn’t, is a valuable input for optimizing the next endeavor, possibly even at a different location. At the same time, documenting lessons learned and sharing knowledge across MED cities ensures that local experiments contribute to a wider movement, enabling replication and accelerating the adoption of green and inclusive mobility hubs throughout the region.

Figure 26 presents the focus and highlights along with the key questions for the MONITOR stage. It illustrates how systematic monitoring, adaptive management, and knowledge sharing support continuous improvement and replication across MED cities.



Figure 26 – Overview of Stage 6 - Monitor



4.6.1 A14. Establish a Performance Monitoring Framework

In this activity of the sixth stage, the goal is to **create a structured performance monitoring framework** that ensures mobility hubs are meeting their intended objectives of accessibility, sustainability and social inclusion. Without systematic monitoring, successes cannot be demonstrated, shortcomings cannot be identified, and opportunities for improvement remain hidden. By defining clear KPIs, standardizing methods of data collection, and establishing regular reporting cycles, stakeholders can ensure transparency, accountability, and comparability. Monitoring not only provides an evidence base for adaptive management but also strengthens credibility with funders, policy-makers, and citizens, reinforcing the legitimacy of the initiative.

The purpose is to set up a **robust monitoring system through the definition of KPIs** and the deployment of suitable tools and procedures for data collection and evaluation. This includes identifying context-relevant KPIs linked to broader urban strategies, such as modal shift, CO₂ reductions, user satisfaction, and accessibility improvements, choosing monitoring tools (apps, surveys, IoT sensors, or manual counts), determining the frequency of data collection and reporting, and producing periodic performance reports.

Furthermore, to enhance accountability, monitoring responsibilities should be **formally assigned** to a department, organization, or designated staff member. Visual dashboards tracking indicators over time can be used to communicate progress in a clear and accessible way. The milestones of this activity are the definition and agreement of the KPI list, along with the deployment of monitoring tools to deliver consistent reporting.

Figure 27 presents the activity A14. 'Establish a Performance Monitoring Framework' within Stage 6 – Monitor, highlighting the importance of systematic evaluation for transparency and adaptive management, and outlining the related importance, purpose, steps, tips and milestones.



Importance/Relevance



Performance monitoring provides the evidence base needed to evaluate whether mobility hubs are delivering on their expectations of accessibility, sustainability, and social inclusion. Without robust monitoring, successes cannot be demonstrated, and weaknesses cannot be addressed. Defining clear indicators (KPIs), methods of data collection, and reporting cycles ensures transparency, accountability, and comparability. Monitoring also strengthens credibility with funders and policy-makers, while generating insights that guide adaptive management.

Purpose

Define KPIs and implement a system for systematic data collection and evaluation

Steps

1

Define a list of KPIs relevant to your area and linked to the overall urban strategy



2

Decide on the monitoring methods and tools (apps, surveys, IoT sensors, manual counts). Prepare the decided tools



3

Decide on the frequency of monitoring implementation and reporting. Collect and analyze data based on the agreed time periods



4

Produce periodic performance reports. Assign the role to a specific organization, and, if possible, to a specific person



Tips

Provide **KPI dashboard with indicators** over time

Milestones



KPI list defined and agreed



Monitoring tools deployed towards delivering the monitoring reporting

Figure 27 – Stage 6 – Monitor: A14. Establish a Performance Monitoring Framework



4.6.2 A15. Implement Adaptive Management & Continuous Improvement

In this activity of the sixth Monitor stage of the Strategy, the emphasis is on keeping mobility hubs dynamic, flexible and relevant over time. Cities and their mobility patterns evolve constantly, driven by changing technologies, user expectations and social trends. A rigid “set-and-forget” approach would risk hubs becoming outdated and ineffective. By **adopting adaptive management**, cities can continuously refine hub design, operations and services in response to monitoring results and user feedback. This iterative approach enhances resilience, sustains relevance, and ensures that hubs remain impactful as long-term assets in the urban mobility ecosystem.

The purpose is to create **mechanisms for ongoing learning and improvement**, ensuring that hubs evolve with changing contexts. This involves establishing feedback loops with users through surveys, workshops, and digital platforms; regularly reviewing monitoring data; making necessary adjustments to design, services, or operations; documenting changes while updating procedures for future reference. A strong focus on participatory feedback ensures that hubs stay aligned with citizen needs and expectations. The milestones of this activity are the establishment of robust user feedback mechanisms and the adoption of a continuous improvement protocol, ensuring that the strategy remains iterative, responsive, future-ready and replicable.

Figure 28 gives the activity A15. ‘Implement Adaptive Management & Continuous Improvement’ within Stage 6 – Monitor, highlighting the importance of iterative adaptation to sustain hub relevance and outlining the related importance, purpose, steps, tips and milestones.



Importance/Relevance



Cities are dynamic, and mobility needs, technologies, and social expectations change over time. A rigid, “set-and-forget” approach would quickly lead to outdated and ineffective hubs. By embracing adaptive management, cities can continuously refine hub operations and services based on monitoring results and user feedback. This flexibility fosters resilience, maintains relevance, and strengthens the long-term impact of hubs.

Purpose

Use monitoring results and user feedback for ongoing adjustments and upgrades

Steps

1

Establish feedback loops with users (surveys, digital platforms, workshops)



2

Review monitoring results periodically



3

Adjust hub design, services, or operations accordingly



4

Document changes and update procedures



Tips

Pilot small adjustments before scaling them up. Testing changes on a limited scale reduces risks and provides evidence for broader implementation.

Milestones



User feedback mechanisms in place



Continuous improvement protocol adopted

Figure 28 – Stage 6 – Monitor: A15. Implement Adaptive Management & Continuous Improvement



4.6.3 A16. Record Lessons Learned & Promote Replication

In this activity of the final sixth stage, the objective is to ensure that valuable experiences and knowledge generated through mobility hub implementation **are systematically captured, documented and shared**. Without proper documentation, lessons risk being lost, limiting their usefulness to other MED cities facing similar challenges. Recording lessons learned transforms local experimentation into transferable knowledge that supports replication and scaling. By producing case studies, guidelines, and training materials, cities can share successes while helping others avoid common pitfalls. Knowledge-sharing across Mediterranean and European networks fosters peer-to-peer learning, accelerates adoption of best practices, and strengthens the collective capacity for sustainable and inclusive mobility innovation.

The purpose is to package knowledge into accessible and practical outputs that can inspire and guide other regions. This involves compiling **case studies, cost-benefit insights and lessons learned**; developing guidelines and training materials tailored for municipalities; disseminating results through MED networks, peer exchanges, and knowledge platforms; and facilitating replication in other areas through workshops and cooperation projects. Using storytelling and visuals, such as before-and-after photos or citizen testimonials, can make lessons more engaging and easier to replicate. The milestones of this activity are the finalization and publication of lessons learned reports and knowledge outputs, along with the initiation of replication activities across MED cities, ensuring that local success stories grow into a broader movement for sustainable mobility.

Figure 29 demonstrates the activity A16. 'Record Lessons Learned & Promote Replication' within Stage 6 – Monitor, highlighting the importance of knowledge-sharing and replication, and outlining the related importance, purpose, steps, tips and milestones.



Importance/Relevance



Systematic documentation ensures that lessons are not lost and can benefit other MED cities. Documenting and disseminating lessons learned is essential to transform local experimentation into transferable knowledge. Producing case studies, guidelines, and training materials allows other cities and regions to replicate successful practices while avoiding common pitfalls. Knowledge sharing across Mediterranean and European networks accelerates uptake, fosters peer learning, and strengthens collective capacity for sustainable mobility innovation.

Purpose

Package experiences into guidelines, training, and peer-to-peer learning for scaling impact

Steps

1

Compile case studies, cost-benefit insights, and lessons learned



2

Develop guidelines and training materials for municipalities



3

Share results through MED networks, peer exchanges, and knowledge platforms



4

Facilitate replication in other areas through workshops and cooperation projects



Tips

Use **storytelling and visuals** (before/after photos, testimonials) to make lessons compelling and easy to replicate

Milestones



Lessons learned report and knowledge finalized and published



Replication activities explored across MED cities

Figure 29 – Stage 6 – Monitor: A16. Record Lessons Learned & Promote Replication



5. Conclusions

The **GREENMO Strategy** envisions mobility hubs in MED areas as community-driven, multi-modal, and sustainable spaces that integrate smart solutions with local identity, turning mobility into a catalyst for social cohesion, environmental responsibility and resilient growth. Guided by the principles of adaptability, digital innovation, and connectivity, GREENMO hubs aim to embody simplicity, functionality and aesthetics while embracing the values of accessibility and equity.

This vision is deeply rooted in the **unique characteristics of MED areas**, recognizing their geographic diversity, cultural richness and varied governance frameworks. The strategy acknowledges the challenges posed by fragmented territories, limited accessibility, seasonal dynamics and differing levels of institutional capacity, while turning these complexities into opportunities for innovation. By embracing these peculiarities, GREENMO promotes mobility hubs that are not only efficient and modern, but also context-sensitive, resilient and harmonized with the distinctive social and environmental landscape of the Mediterranean.

The GREENMO Strategy provides a **comprehensive and structured framework** which represents a reference document for introducing green and inclusive mobility hubs in MED living areas. More specifically, the insights and outcomes generated through the activities of the GREENMO project, as briefly presented herein, have been consolidated to form the basis of this strategy document.

The **GREENMO Strategy Cycle** structures the process into six interlinked stages: Engage, Understand, Design, Plan, Implement and Monitor, each with a set of concrete activities. The methodology used to create this cycle draws on previous work conducted throughout the project, including research activities, analysis of top-down and bottom-up input from questionnaires and interviews, participatory workshops, and the insights documented in the deliverables *"The Concept of Mobility Hubs"* and *"Governance Structures of Mobility Hubs"*. The cycle methodological approach ensures that every stage is grounded in both conceptual clarity and practical usability, with a consistent framework covering focus, highlights, key questions, importance, purpose, steps, tips, and milestones.

The **first stage, "Engage"**, emphasizes the need for strong institutional and political foundations. Without the explicit support of authorities, mandates and an engaged stakeholder network, the hub initiative will not be able to achieve legitimacy or long-term success. This stage highlights the value of early coalition-building, political anchoring and resource assessment.

The **second stage, "Understand"**, ensures that interventions are based on evidence rather than driven by assumptions. By conducting territorial and functional assessments, mapping user needs and reviewing institutional and policy frameworks, this stage builds a robust baseline. The analysis clarifies both gaps and opportunities, ensuring that mobility hubs directly respond to the real conditions of MED



territories.

The **third stage, “Design”**, marks the transition from “what exists” to “what is envisioned.” Through co-creation with citizens and stakeholders, a shared vision and guiding principles are developed, ensuring that hubs are socially relevant and technically feasible. The careful selection of pilot sites further strengthens early visibility, demonstrating value and building confidence for future scaling.

The **fourth stage, “Plan”**, translates vision into action. It develops detailed roadmaps, governance models and financial strategies, ensuring that responsibilities are clear and resources secured. It guarantees continuity and sustainability, preventing hubs from becoming fragmented or short-lived initiatives. This is achieved by defining ownership and operational structures.

The **fifth stage, “Implement”**, brings plans into practice. Through pilot hubs, integrated coordination with transport operators and planners, and dedicated communication and engagement campaigns, this stage enables experimentation, learning and public participation. Pilots act as “living labs,” allowing for iterative improvements and building trust among stakeholders and citizens alike.

Finally, the **sixth stage, “Monitor”**, closes the loop by embedding accountability, adaptability and knowledge transfer. Performance monitoring frameworks track impact, adaptive management ensures hubs evolve in line with changing needs, and lessons learned are systematically documented to support replication across MED cities. This way, monitoring is not a final step but a driver of long-term resilience and continuous improvement.

The aforementioned six stages of the GREENMO Strategy offer a **replicable, adaptable and citizen-centered methodology**. The approach balances political legitimacy, technical rigor, participatory engagement, and long-term sustainability. It not only supports the creation of mobility hubs tailored to Mediterranean contexts but also ensures that these hubs can become transformative assets towards the goals of reducing emissions, enhancing accessibility, fostering inclusion and strengthening community resilience.

Lastly, the proposed Strategy demonstrates the importance of **capacity building and transferability**. Through the documentation of lessons learned, the creation of training resources and the promotion of interregional exchange, the strategy guarantees that the knowledge produced is valuable not only at the local level but also transferable across MED countries and adaptable to different governance settings.

Overall, the GREENMO Strategy stands as **both a roadmap and a learning cycle**, delivering both visionary ambition and practical methodology. It equips MED Authorities with the tools to design, implement and sustain mobility hubs that are resilient, adaptive, and socially inclusive. By combining commitment, analysis, design, planning, implementation and monitoring, it paves the way for mobility to evolve into a driver for urban regeneration, environment benefits, social inclusion and sustainable regional development.



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