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GOVERNANCE STRUCTURES OF MOBILITY HUBS

How to integrate mobility hubs into the MED living areas?

The GREENMO project promotes green and inclusive mobility hubs for greener living spaces in the Mediterranean region by addressing the real needs of citizens.

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How to integrate mobility hubs in the MED regions?

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EXECUTIVE SUMMARY

Today's public mobility faces several challenges. Urban Mediterranean cities are centres of high traffic congestion, air and noise pollution. In contrast, rural areas in the Mediterranean often lack convenient public transport, resulting in long travel distances and minimal first and last mile connectivity. This results in a high dependency on the private car. However, new mobility solutions are emerging in today's world that could help to solve these problems. One way of integrating these new solutions is the concept of Mobility Hubs - a method of effectively combining different transport options in one place.

Mobility hubs are already common in the Nordic countries, but there is still significant potential for implementation in the Mediterranean region. This is the focus of the **GREENMO project:** Focusing on six Mediterranean partner countries - Greece, Spain, Italy, Malta, Cyprus and Bosnia and Herzegovina - the project takes a holistic, participatory approach. By combining top-down and bottom-up perspectives, GREENMO ensures the active involvement of stakeholders, local communities and citizens, which will help to define a common strategy for the implementation of mobility hubs in the MED area. The aim is to create greener, more flexible transport options that enhance sustainable mobility in the MED region, while integrating non-mobility services into a hub to improve user convenience.

The first report of the GREENMO project defined the state of the art of mobility hubs in the Mediterranean region, addressing key aspects such as: the definition of mobility hubs, types of hubs, stakeholders involved, etc.

The second report shifts the focus to how mobility hubs can be effectively implemented, exploring the **necessary governance models and key factors** for successful implementation in the MED area.The Mobility Hub Governance Handbook provides a practical guide for urban planners, transport managers, policy makers, service providers and those involved in the planning of mobility hubs to effectively implement mobility hubs while designing and developing efficient governance structures. It highlights the different components that make up the governance of mobility hubs and draws on **best practice** from experiences across Europe. The handbook will integrate key information on **public-private cooperation**, **necessary agreements, regulations and decision-making framework,** building on lessons learned from other EU-funded projects such as MOBI-MIX. By providing a framework for decision making, stakeholders will benefit from a guide to better implement socially and environmentally equitable mobility options while meeting regional mobility needs.

RECAP – DEFINITION OF MOBILITY HUBS

Mobility hubs are strategically located points that facilitate the integration of shared and active mobility into the existing public transport system. They serve as **intermodal connection points**, allowing seamless transfers between different modes of transport. In addition, hubs often include **mobility-related services**, such as parking facilities, as well as **non-mobility services**, such as kiosks, cafés and playgrounds, to enhance the user experience. The overall aim is to centralise public mobility and resources, ensuring efficient first and last mile connectivity while promoting sustainable urban transport solutions.

But what truly defines a mobility hub as such? Various definitions and criteria exist to characterize what qualifies as a mobility hub. However, we commonly find that a hub includes the following key characteristics: the **physical and digital integration** of at least two new transport modes, such as bike sharing, on-demand service etc.

There are **three types of mobility hub:** urban, suburban and rural. Urban hubs are compact and located in densely populated areas, promoting multimodal transport and reducing car use through access to public transport, shared mobility and active travel options. Suburban hubs serve mixed residential and commercial areas of moderate density, providing park and ride facilities, charging infrastructure and intermodal connections to reduce car dependency. Rural hubs serve dispersed communities with limited public transport and focus on shared mobility, on-demand services and first/last mile connectivity to integrate with regional networks.

However, mobility hubs are not yet a standardised component of public transport systems, but can be initiated, owned and operated by a variety of stakeholders. Different elements of a Mobility Hub may fall under the governance of different actors - for example, infrastructure may be managed by public authorities, mobility services may be provided by private operators, and additional facilities such as supermarkets or parking may be overseen by municipal authorities.

As a result, a **governance approach is required** to ensure effective coordination between all stakeholders. This report examines the key components of such a governance model and provides guidance on how to make informed decisions in designing an appropriate and functional structure.

WHAT IS GOVERNANCE?

Mobility hub governance refers to the framework of **policies, regulations, stakeholder roles and decision-making processes** that guide the planning, implementation and operation of mobility hubs. It involves coordination and cooperation between public authorities, private mobility providers and local communities to ensure seamless integration into the existing transport system (Source: MOBI-MIX Project).

OWNERSHIP OF HUBS

Mobility hub ownership refers to the legal and operational responsibility for the infrastructure, services and operations within a mobility hub. Ownership can depend on the specific design, location and objectives of the hub and typically involves a combination of public and private entities. There are 3 common ownership models for mobility hubs:

Public ownership

In this model, a public authority (such as a municipality or transport authority) owns and operates the mobility hub. This is common when the hub is seen as a public service aimed at improving mobility and the public sector is contracted by the public authority to provide infrastructure, shared services, etc.

Example:

- A public transport authority owns and operates a mobility hub that integrates buses, bike sharing and electric vehicle charging stations.

Private ownership

Private companies that provide mobility services, infrastructure or technology.They may be incentivised by profit motives, such as the provision of paid services (e.g. shared mobility solutions or parking fees). They own and operate the hub.

Example:

- A private car-sharing company owns a hub that includes car-sharing services, ride-hailing pick-up zones, integrated payment systems and non-mobility services as kiosks and cafes.

Public-private partnership (PPP)

In this mixed ownership model, public and private entities share ownership and responsibilities. The public sector typically provides the land, policy direction and regulatory framework, while private stakeholders are responsible for operations, service delivery and technology infrastructure.

Example:

- A city working with a private mobility provider to create a mobility hub that provides bike sharing, electric vehicle charging stations and other services.

GOVERNANCE APPROACHES

Governance approaches serve as a strategic framework for **managing the relationship between public and private entities**. Public authorities (e.g. cities, transport authorities) can use three key approaches to manage mobility hubs: **regulation, stimulation and self-regulation**. Each approach influences the role of public and private stakeholders in the development and operation of the hubs. The choice of approach depends on the specific objectives, priorities and desired outcomes of the stakeholders involved.

Regulation

Regulation means that government takes full ownership of the procurement and operational framework of mobility hubs. This means that public authorities define the characteristics, functionalities and business model of the hub through legal frameworks and regulations. The government sets the conditions about how hubs and stakeholders, such as shared mobility service operators, operate to ensure alignment with local mobility objectives. The intensity of regulation may vary:

- **High-intensity regulation** includes strict licensing arrangements or government-controlled procurement, ensuring that hubs operate within a well-defined framework.
- **Low-intensity regulation** allows more flexibility, for other stakeholders to operate on their own terms, supported by some basic rules.

A key regulatory tool is concessions, where market players who see business opportunities can partner with the government to develop hubs under pre-defined conditions.

Stimulation

Stimulation encourages the development of mobility hubs by removing barriers and providing incentives, while leaving flexibility for market-driven solutions. In the context of procurement, stimulation can include:

- **Supporting private initiatives**, allowing companies or organisations to propose and develop hubs with minimal government restrictions.
- **Creating attractive conditions** for market players, such as financial incentives, streamlined approval processes or access to public land and infrastructure.

Cities can play both a **passive and an active role** in providing incentives. A passive role involves permitting structures where service providers only have to meet basic requirements to develop a hub, with little government interference. An active role includes financial support (e.g. subsidies for infrastructure) or non-financial support (e.g. public promotion and data sharing). This approach is particularly useful where there is a societal need for hubs, but market-driven initiatives struggle to gain traction.

Self-regulation

In a free market approach, cities allow mobility providers to develop hubs independently, with minimal or no government intervention. This assumes that the market will self-regulate supply and demand, or that there are no pressing societal issues that require government oversight. Self-regulation is often used as a starting point, allowing cities to monitor mobility trends before deciding whether to introduce regulation or incentives.

A **flexible governance model** allows cities to adapt their approach over time, balancing oversight, support and market-driven solutions to optimise the integration of mobility hubs.

GOVERNANCE MODEL

In order to successfully integrate mobility hubs, public authorities need to choose an appropriate model of governance to suit individual local conditions, needs and objectives. A governance model consists of

1) Governance approaches: regulation, stimulation and self-regulation
2) Parameters: different variables

The Mobi-Mix project (Interreg 2 Seas Mer Zeeen) has developed a framework for shared mobility governance models, which we have adapted for mobility hubs.
Let's have a look at it ...

Governance model A combination of governance approaches applied to different parameters:	
1) Governance approaches	**2) Parameters**
Regulation Stimulation Self-regulation	A. Service providers & stakeholder B. Service quality & accessibility C. Terms of use & user experience D. Public space & infrastructure E. Data and monitoring F. Safety G. Collaboration & partnership H. Interoperability & system integration

For instance, there is not just one option for each parameter. Public authorities can combine two or all three approaches for each parameter. The parameters are analysed in more detail on pages 13-14.

IMPACT ASSESSMENT

You should now have a broad understanding of governance models, with the parameters for either regulation, stimulation or self-regulation identified.The question now is:

How to decide which governance approach(es) to choose for each of these parameters?

In making these decisions, it is recommended that authorities **identify and analyse the potential consequences of choosing a particular approach**. The method for public authorities to analyse the consequences and determine whether an approach is favourable overall is impact assessment, which evaluates the impact on key criteria. There are **four main criteria that need to be assessed** when considering which approach to take:

1 MARKET INTEREST

Is there market interest and a viable business case for a mobility hub?

2 CITY GOALS

How does the mobility hub impact on the goals of the city?

3 CITIZENS NEEDS

How does the mobility hub address the needs of citizens?

4 RISK CONTROLL

Are there any potential risks associated with the mobility hub?

1 WHAT ARE THE KEY ELEMENTS OF A BUSINESS CASE FOR A MOBILITY HUB?

Value proposition

The benefits and value that a Mobility Hub provides to its users, stakeholders and the wider community.

Example

- A seamless multimodal transport hub that integrates public transport, shared mobility and last mile solutions, reducing congestion and emissions.
- Non-mobility services, such as a kiosk, supermarket or parcel lockers within a mobility hub, increase convenience, improve the user experience by saving time through the integration of multiple services, and meet the day-to-day needs of users transitioning through a hub..

Costs and benefits of operation

The financial and non-financial considerations of operating a Mobility Hub, including infrastructure investment, maintenance and revenue generation.

Example

- Operating a hub in a high-density city offers strong financial returns due to high user demand, while in suburban areas subsidies or incentives may be required to make it viable.
- Costs include infrastructure development, digital platform maintenance

operational logistics (e.g. fleet rebalancing, security, customer service).

- Benefits include reduced congestion, lower emissions and better use of public space.

Value creation and internal processes

How the Mobility Hub delivers value to users while managing internal processes such as administration, governance and service coordination.

Example

- Coordinating real-time data sharing between transport providers to ensure seamless transfers between mobility modes.
- Managing operations such as charging and repositioning shared e-scooters, maintaining bike racks and integrating digital payment systems.

Target market and user segments

The groups of potential users that the Mobility Hub aims to serve, based on their needs, demographics and travel behaviour.

Example

- Urban commuters who need first and last mile connectivity to public transport.
- Tourists looking for convenient, app-based transport options.
- Logistics providers using mobility hubs as micro-distribution centers for sustainable urban deliveries.

2 WHAT CITY GOALS ARE DRIVEN AND IMPACTED BY MOBILITY HUBS?

Sustainability goals

Mobility hubs contribute to long-term environmental, social and economic stability by promoting sustainable transport options.

Example

- By integrating electric vehicle charging stations, bike-, car,- or scooter sharing, green roofs and solar-powered infrastructure to reduce emissions and energy consumption.

Safety objectives

Mobility hubs help to reduce traffic-related incidents by incorporating additional safety measures at hubs.

Example

- Features such as dedicated and protected cycle lanes, pedestrian walkways and areas, traffic calming measures, lighting and smart design improve safety for all users.

Accessibility and equity goals

Mobility hubs increase mobility options for all users and ensure equitable access to transport, especially for underserved communities.

Example

- With the help of barrier-free infrastructure, affordable transport options, Braille signage for visually impaired users, etc.

3 HOW DO MOBILITY HUBS ADDRESS CITIZEN NEEDS?

Intermodal mobility, connectivity, services

Citizens need efficient, easy-to-use transport that integrates different mobility options with non-mobility services such as kiosks and cafés.

Example

- A user can use the time spent waiting for the next transport to have a coffee or buy a snack at the kiosk
- A mobility hub that combines public transport, such as buses and trams, with shared mobility, such as bike sharing and e-scooters, with real-time digital information displays.
- A user can bring a bike to the hub, park it in a secure facility and then transfer to a tram or bus for the next leg of their journey, ensuring a smooth, seamless travel experience.

Safety and security

Citizens prioritise a safe and secure place to transfer between modes.

Examples

- Designated waiting areas with clear visibility, lighting, cameras and emergency call points.
- Intelligent pedestrian crossings with sensors and lighting.
- Secure cycle parking to prevent theft and vandalism.

Accessibility and inclusion

Hubs must be usable by everyone, e.g. barrier-free access for people with disabilities to all transport options and non-mobility services such as kiosk etc.

Example

- Mobility hubs which include ramps (including kiosk, shops), lifts and audible announcements for visually impaired passengers.
- Low-floor buses and trams with level access for wheelchair users and people with reduced mobility.
- Digital kiosks with screen readers and sign language options.

Flexibility

Users want customisable and flexible mobility options based on their schedules and needs.

Example

- On-demand shuttle services that adjust routes based on real-time passenger demand.
- Mobility-as-a-Service (MaaS) platforms that allow users to seamlessly switch between modes.

4 ARE THERE REASONS TO PROTECT THE PUBLIC INTEREST FROM THE POSSIBLE NEGATIVE EXTERNALITIES OF MOBILITY HUBS?

Safety

Risk of accidents due to interactions between different modes of transport (e.g. e-scooters, bicycles, pedestrians and public transport).

Example

- Possible collisions between e-scooters and pedestrians because both use the same pathways, without clear separation.

Public space

Risk of overcrowding and unorganised parking of shared mobility vehicles, reducing accessibility and walkability.

Examples

- In some countries, shared scooters are often left on sidewalks, blocking pedestrian walkways, and have no dedicated parking areas.

Privacy and security

Risks associated with the collection and use of mobility data from integrated digital platforms.

Example

- Ride-hailing companies collect detailed trip data, including users' pick-up and drop-off locations. In the event of a hack, this data could reveal travel patterns and personal information, putting users at risk.

DECISION-MAKING FRAMEWORK

The decision framework follows an **iterative process**, where each new governance approach is evaluated based on its impact on the city's goals, the business case, the citizen impact and provider operations, as well as how potential risks are mitigated. Revisions and iterations are only made if the impact on any of these four criteria is deemed insufficient or sub-optimal.

Governance model A combination of governance approaches applied to different parameters:	
1) Governance approaches	**2) Parameters**
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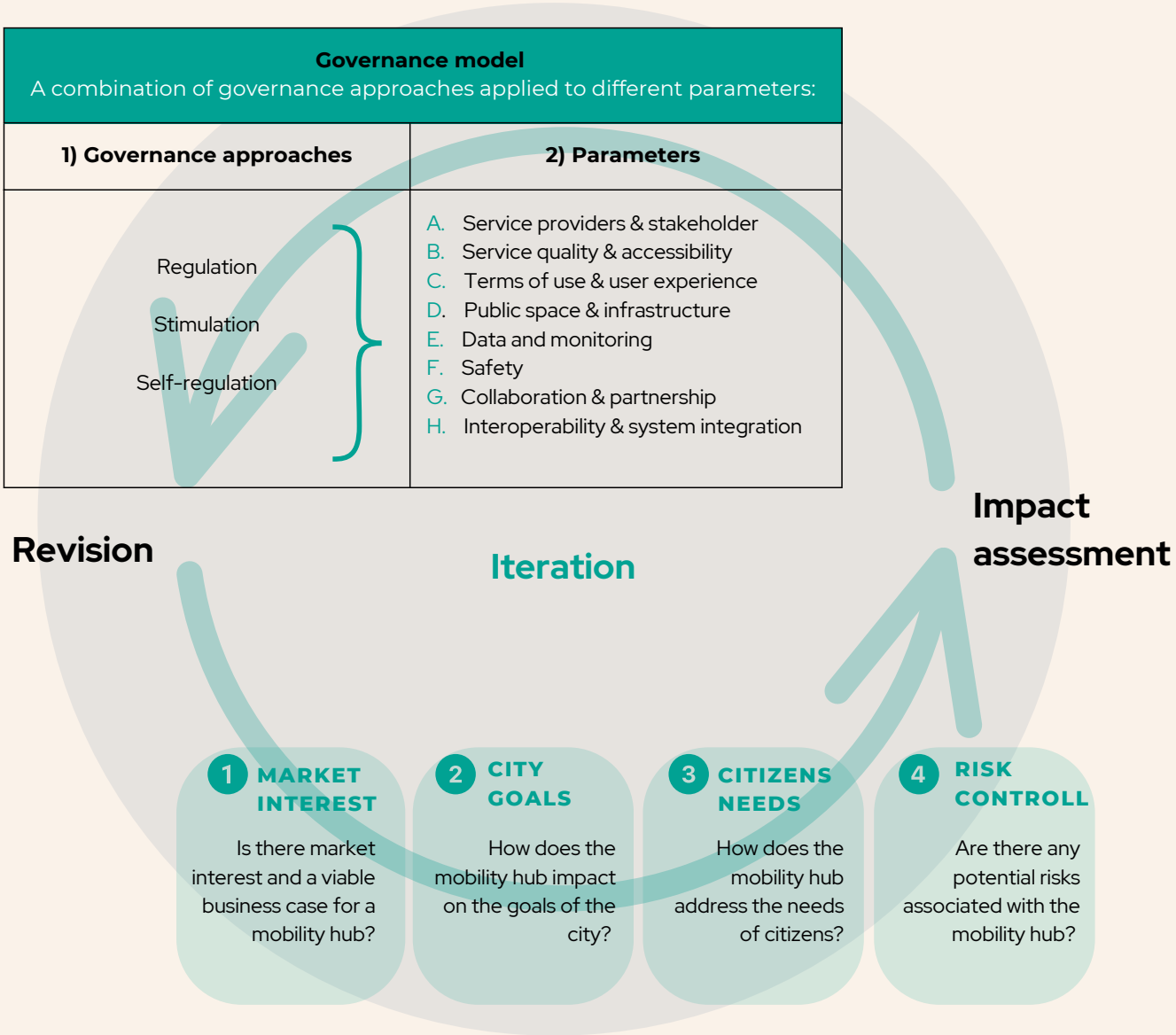

Private and public sector experts in the GREENMO webinar on "Mobility Hubs of the Future: Best Practices and Insights for Governance and Integration" also highlighted the importance of establishing a collaborative decision-making process. Firstly, the process of developing an effective governance model should always start with a clear vision for local, individual mobility to guide the successful design and location of hubs. Then, finding the right balance in the detail of agreements is crucial - while formal contracts help to define specific roles and provide security in public-private arrangements, too much detail can limit flexibility. This means that a shift from negotiation to co-creation lays the foundations for sustainable, mutually beneficial partnerships.

SO, HOW DOES THIS ACTUALLY LOOK IN PRACTICE?

The successful implementation of mobility hubs relies on effective governance models that shape how services are deployed, managed and maintained. This chapter provides real-life examples of how governance approaches - regulation, stimulation and self-regulation - can be applied to the different parameters of mobility hubs. From defining stakeholder responsibilities and ensuring accessibility to improving the user experience and fostering public-private partnerships, these examples show how governance can create efficient and sustainable mobility solutions.

A. Service providers and stakeholders

- This includes all stakeholders involved in the deployment and management of services at a mobility hub (e.g. shared mobility providers, public authorities, etc.).

  Governance approach:
  - **Regulation**: Setting clear rules and responsibilities for each stakeholders.
  - **Stimulation**: Encouraging different service providers to enter the market.
  - **Self-regulation**: Allowing competition to improve service provision.

B. Quality of service and accessibility

- This refers to the performance, reliability, affordability and inclusiveness of mobility services, ensuring that all users can access the hub's offerings.

  Governance approach:
  - **Regulation**: Defining service standards, accessibility requirements and pricing rules.
  - **Stimulation**: Incentivising improvements and innovation in service quality
  - **Self-regulation**: Allowing competition between service providers to drive up quality and reduce costs.

C. Terms of use and user experience

- The rules that govern how users interact with the Hub and its services, including accessibility, payment methods, ease of use and overall convenience (e.g. standardised applications across all services).

  Governance approach:
  - **Regulation**: Establishing consistent terms and conditions for all users across providers, setting mandatory security measures (e.g. user agreements). Regulations can also standardise payment systems consistent experience.
  - **Stimulation**: Promoting the development of user-friendly interfaces, flexible access options (e.g. multimodal ticketing, digital wallets) and conditions that lower barriers to entry. This may include providing incentives for providers to innovate in the way users access and use services.
  - **Self-regulation**: Allowing service providers the flexibility to offer differentiated user experiences and terms, such as personalized pricing, loyalty programs, or specialized features, that attract diverse user groups. Competition between providers can drive innovation in both user experience and service offerings.

D. Public space and infrastructure

- Defines ownership, allocates how public space is used, managed and optimised for different mobility modes (e.g. bike racks, car sharing stations, e-chargers) and non-mobility services (e.g. supermarkets, community areas, postal lockers).

Governance approach:

- **Regulation:** Establishing land use rules, regulate infrastructure of hubs and ownership.
- **Stimulation:** Developing an infrastructure plan together with providers.
- **Self-regulation:** Encourage private investment in mobility infrastructure.

E. Data and monitoring

- Managing the collection, use and sharing of data related to Mobility Hub operations and user behaviour, while ensuring user privacy and data security.

Governance approach:

- **Regulation**: Establish data protection laws, privacy policies and reporting standards.
- **Stimulation**: Encouraging innovative uses of data for system optimisation and customer benefit.
- **Self-regulation:** Enable service providers to use and share data in ways that benefit both users and providers.

F. Safety

- Ensuring physical safety (e.g. well-maintained infrastructure, vehicles) and security (e.g. user protection, cyber security).

Governance approach:

- **Regulation:** Mandating safety standards for infrastructure, vehicles and systems.
- **Stimulation**: Incentivising providers to adopt advanced safety technologies.
- **Self-regulation::** Encouraging competition for the safest and most secure options.

G. Collaboration and partnerships

- Encouraging collaboration between public and private entities and within the local community to improve the overall mobility ecosystem.

Governance approach:

- **Regulation:** Setting rules that encourage or require collaboration (e.g. public-private partnerships).
- **Stimulation:** Providing incentives to create effective partnerships and integrated solutions.
- **Self-regulation::** Allowing partnerships to form organically among stakeholders.

H. Interoperability and systems integration

Ensure that services, technologies and platforms are compatible across providers to create a seamless user experience.

Governance approach:

- **Regulation**: Establish technical and operational standards for interoperability.
- **Stimulation**: Encouraging innovation in technology to improve integration and ease of use.
- **Self-regulation:** Allow vendors to innovate and create their own solutions that improve system integration.

BEST PRACTICES

As mentioned above, best practice in the implementation of mobility hubs can mostly be found in the Nordic countries. Below you will find three examples of the integration of mobility hubs in Norway, Germany and the Netherlands.

Public Private Partnership (PPP) Model - Norway, Oslo

📍 Oslo's Mobility Hub (MOVE21 Project)

Best Practice

Oslo's MOVE21 initiative integrates mobility hubs into an intermodal logistics system, combining public transport, shared mobility, and urban freight solutions. This PPP approach ensures a coordinated effort between the city, private mobility providers, and logistics operators.

Governance Structure

- Lead organisation: City of Oslo
- Key stakeholders: Public transport operators, shared mobility operators, logistics companies, researchers
- Decision-making process: Multi-stakeholder governance with funding from the EU's Horizon 2020 programme, contractual partnerships and innovation hubs for testing new services

📌 Key Takeaway: A well-structured PPP model allows for flexible collaboration between public authorities and private companies.

Fully Private Mobility Hub – Germany, Erlangen

📍 Siemens Campus Mobility Hub

Best Practice

The Siemens Campus Mobility Hub is a private multimodal hub designed for Siemens employees and visitors. It offers shuttle buses, e-bike stations, car-sharing services and EV charging points, all digitally managed by Siemens' smart mobility platform. The hub aims to reduce private car use, lower CO_2 emissions and improve accessibility within the campus. Operated entirely with Siemens' internal resources and private mobility partners, it functions without public funding.

Governance Structure

- Lead organisation: Siemens AG a privately owned multinational technology company
- Key stakeholders: Private mobility service providers (e.g., e-scooter and bike-sharing companies, car-sharing providers), Siemens employees
- Decision-making process: Fully corporate-led, designed and financed by Siemens to improve employee mobility and sustainability goals

📌 Key Takeaway: Siemens' private hub demonstrates how corporate-led, sustainability-focused mobility solutions can reduce dependency on private cars and contribute to greener urban mobility, all without public funding.

Public Mobility Hub - Belgium, Brussels

📍Brussels Smart Mobility Hub, Belgium

Best practice

The Brussels Smart Mobility Hub focuses on integrating different sustainable transport modes such as bike sharing, electric vehicles, car sharing and public transport in a central location. It aims to reduce private car use, promote environmentally friendly options and increase mobility efficiency in Brussels.

Governance structure

- Lead organisation: Brussels Mobility a public agency of the Government of the Brussels-Capital Region
- Key stakeholders: Local government, public transport operators (TEC, STIB/MIVB), private mobility companies (e.g. car-sharing, bike-sharing services) and local communities.
- Decision-making process: Public consultations and joint planning with local stakeholders, including residents and businesses. The Hub has been designed with participatory governance in mind, where citizens' needs and feedback play an important role in shaping the Hub's services and features.

📌 Key Takeaway: The Brussels Smart Mobility Hub exemplifies a public-led approach with active citizen participation, ensuring that the hub meets local needs while promoting sustainable urban mobility. The multi-stakeholder governance model enhances collaboration between public authorities, mobility providers and the community to create a more integrated and user-friendly transport network.

GOVERNANCE IN MED AREAS

Mobility hubs in the Mediterranean region **operate under unique socio-economic and infrastructural conditions** that differ from those in Northern Europe. While Nordic cities have well-integrated and highly regulated mobility ecosystems, MED cities often face challenges such as:

- **Higher levels of congestion and informality** - Many Mediterranean cities have dense urban cores where informal transport (e.g. shared taxis, private shuttles) plays a significant role. In contrast to northern Europe, where public transport is highly structured, mobility hubs in the MED region need to cater for a mix of formal and informal transport modes.
- **Seasonal mobility fluctuations** - The MED region is heavily influenced by tourism, resulting in fluctuating mobility demands that need to be accommodated by governance models. Unlike Nordic cities with stable year-round demand, MED cities require flexible governance that can scale up or down in response to seasonal peaks.

- **Climatic and cultural factors** - The warmer climate of the MED region encourages greater use of active mobility (walking, cycling, scooters), which means that mobility hubs need to prioritise infrastructure for these modes. In contrast, Nordic hubs are often more focused on seamless integration with public transport due to harsher weather conditions.
- **Insufficient infrastructure:** Inadequate infrastructure: Many Mediterranean cities still struggle with outdated or inadequate public transport infrastructure. This makes it difficult to create a coherent mobility network. By comparison, Nordic cities often have modern, efficient and highly integrated transport infrastructure.
- **Funding and policy fragmentation** - Governance in MED cities often involves several municipalities with different regulatory frameworks. In contrast, Northern European cities have more centralised policies and stronger institutional support for mobility integration.

To address these challenges, mobility governance in the MED region needs to include more adaptive, decentralised and flexible regulatory frameworks that, unlike their Northern European counterparts, can balance the integration of formal and informal transport, accommodate seasonal variations in demand, prioritise active mobility and overcome infrastructure constraints.

ADAPT GOVERNANCE MODELS TO THREE HUB TYPES

The three different types of mobility hubs play a crucial role in adapting governance models to the specific needs of the location - urban, suburban or rural. Each type of hub - whether it's a transit-oriented, demand-responsive or multimodal hub - requires tailored governance strategies to ensure effective integration of transport modes and services.

Urban Mobility Hubs (high density areas)

Governance model

- 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 (PPS) between local governments, transport authorities and private operators to reduce traffic and pollution, while improving the integration of formal and informal transport systems.

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 pedestrianised 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.

Suburban mobility hubs (mixed-use areas)

Governance model

- 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.

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.be. This collaborative approach between public authorities and private service providers improves the services offered at the hub.

Rural mobility hubs (low density areas)

Governance approach

- 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).

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..

CONCLUSION

The **governance of mobility hubs** is a complex but essential process that requires a balanced approach between regulation, stimulation and self-regulation in order to successfully integrate mobility hubs into the overall transport ecosystem of each area. As outlined in this report, mobility hubs are intermodal hubs and integrate different mobility services as well as non-mobility services from public or private providers, which also requires good coordination and management between these stakeholders.

A well-functioning framework can rely on strong public private partnership, private ownership or public ownership successfully implement mobility hubs, public authorities need to carefully consider governance models tailored to their local conditions and objectives. The **three governance approaches** - regulation, stimulation and self-regulation - offer different benefits and challenges, with the most effective strategy often involving a combination of these methods across different parameters such as service providers, quality of service, use of public space, data governance and security. At the same time, market interests, city objectives, citizen needs and risk factors need to be assessed before deciding on a governance model.

By adopting **flexible and adaptable governance models**, Mediterranean areas can use mobility hubs to address pressing urban transport challenges, improve multimodal connectivity and contribute to greener, more efficient and inclusive mobility systems. Stakeholder collaboration, continuous monitoring and iterative improvement will be key to the long-term success of mobility hubs in transforming urban mobility landscapes.

FURTHER READING

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- MOBI-MIX Governance Report, Source: MOBI-MIX Governance Report (2022)
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