Interreg
CENTRAL EUROPE
MOVECIT
European Union
European Regional
Development Fund

# JOINT STRATEGY AND ACTION PLAN ON DEVELOPMENT OF MOBILITY PLAN FOR MUNICIPALITIES

D.T1.6.1

Update 1
07 2017

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| Title | Joint strategy and action plan on development of mobility plan for municipalities |
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| Status | Draft |
| Reviewed by | Sinergija |
| Submission | 31.7.2017 |

# 1. Executive summary

The following document summarizes a transnational report on joint strategy and action plan concerning development of municipality mobility plan in Central Europe (CE) regions.

The document defines first a common approach and common methodology for all project partners to promote workplace mobility planning. Additionally, it outlines the problems, strengths and priorities, it develops the common vision and thus set the common goals. The strategy is intended to be used by the mobility plan coordinator of the given project partner. Detailed action plan has been established which reflects the measures need to be implemented to achieve the project and wider goals. Two thematic work packages (WPT2 and WPT3) are presented. Moreover, target groups are also defined from local public authorities to non-governmental organizations (NGOs).

The main results by focusing on the workplace mobility planning can be summarized as follows:

- Cityregion Bruck-Kapfenberg-Leoben (Austria): The main goal of Bruck consists of increasing number of cyclist, ameliorating the infrastructure at the local municipal office, increasing the number of pedestrians.
- Baden and Mödling (Austria): Baden and Mödling are keen on campaign actions and obtaining the new data on mobility survey to use them as a reference point.
- Banská Bystrica (Slovakia): The task is identifying the most suitable measures which will influence and motivate employees to the sustainable mobility in the most efficient way. The main features of action are: decreasing individual car transport and increasing carpooling, public transporting, walking and cycling for every day commuting to/from the workplace.
- Budapest (Hungary): The goals of the city are to decrease the general mobility demand, which directly implies the decreased usage of vehicles and thus CO2 decrease, to prefer the usage of sustainable transportation modes and to realize car-pooling systems.
- Modena (Italy): The mobility plan should be developed for all the municipality employees excluding teachers and for hand workers. The number of employees involved in the mobility plan is 1637 people.
- Municipality of Ljutomer (Slovenia): The main the objectives are collected concerning the mobility planning for Municipality of Ljutomer: integrated mobility planning, support walking, exploiting the potential of cycling, optimization of road traffic use, controlled parking.
- Ústecký Region (Czech Republic): The action plan's main goal is to give well understandable and motivating information to the employees of the municipality, which can help them to change the travel behaviour. Besides the City Hospital Litoměřice is considered as a key issue for mobility planning as the transport situation of the hospital is quite complex.

Most of the data are provided from the MOVECIT deliverables D.T1.5.2: Qualitative reports describing the stakeholder involvement in mobility planning and pilot activities. In the mentioned deliverable, the detail information is at the disposal for any further analyse, but here are summarized and outlined from the strategic point out view.

# 2. Introduction

The Workplace Mobility Plan (WMP) is a new chapter in the activities of municipalities, whose main task and responsibility is planning and traffic management, but until recently they did not intensively deal with the management of traffic demand or the mobility of employees. The issue of mobility is becoming an increasingly important element of transport planning and mobility plans for larger traffic generators are an important element of this approach. Municipalities do not only regulate mobility and accessibility at their location, but also set an example and role model that will rapidly spread to other CE municipalities in the near future.

WMP is a long-term management strategy employed by an organisation to promote more sustainable transport amongst staff, visitors and deliveries to its site. This can simultaneously bring about a number of benefits such as reduction in associated CO2 emissions, cost savings, reduced congestion and improved health through active travel so that both employers and employees truly benefit.

WMP can be defined also as a set of measures designed for the needs of companies or institutions with the aim of changing the habits of employees and users, improving accessibility of the site and promoting a sustainable choice of means of transport. It is suitable for larger traffic generators such as office buildings, sports facilities, hospitals, shopping centres, faculties and schools. It is derived from the concept of traffic demand management, which, instead of finding solutions to meet the demand for personal motor transport, actively develops and encourages the responsible use of the latter and the greater use of the so-called alternative forms of traffic. These are primarily public passenger transport, cycling and walking.

WMP is based on soft measures, such as information, education and the organization of services within existing infrastructure capabilities. As a general rule, soft measures are not financially challenging but have a favourable benefit / cost ratio. The emphasis of the plan is on incentive/promotional measures targeted at a group of employees and users who express willingness and have the opportunity to change travel habits. It also makes a significant contribution to improving the situation for those employees or users who are already traveling differently than with a passenger car. The measures of the WMP are adapted to the specific characteristics of the institution, such as accessibility, staff structure and their travel habits. For example, if a large proportion of the staff lives at a distance of up to 5 km, the plan will focus on measures to promote walking and cycling. If, on the other hand, a large proportion of employees are driven from distant places, the plan is focused on measures to reduce travel needs and measures for the responsible use of a passenger car.

In the CE region where the WMP is a novel way to handle traffic demand, we have no experience with its effectiveness. Experience in Western Europe and the US suggests that such an approach has a number of positive impacts on the transport efficiency of an individual institution, as well as on the functioning of the transport system in the wider area. Some institutions and businesses are already implementing individual measures forming part of the comprehensive WMP. Such is the case, for example, of the introduction of a flexible entry to work, homework or the introduction of a service bicycle. However, a comprehensive plan allows targeted approach to solving the problems encountered by the institution, and upgrading individual measures, as it allows for their synergistic effects and balances the relationship between restrictive and incentive measures.

# 3. The aim of the document

MOVECIT project addresses challenge of arising number of individual motorized transportation. Employees of city public institutions are responsible for development of city, why couldn´t cities' authorities be responsible for own travel commuting habits and impact on low carbon environment. Therefore, the

employees were chosen as a target group in order to play a role of best example in the city and start to follow the new paradigm focusing on changing transport mode from traditional to alternative ones.

To set the standards and activate the employees from city hall (municipal administration) the project consortium will develop the set of workplace mobility plans. The term 'mobility plan' is synonymous with 'workplace mobility plan' and both terms are used in this document, but with the same meaning.

This document may target MOVECIT project partners and other external stakeholders, practitioners or even additional municipalities that are encouraged to develop the WMP in the institutions. There are two aims of the document: 1. It outlines the vision and action plan from the MOVECIT project prospective and can be transfer to any other CE institution, 2. It recommends and promotes the potential steps to initiate the workplace mobility plan process within new institutions.

We have tried to prepare the joint strategy for municipality type of organisation. Nevertheless, you may find, therefore, that some points of detail may not be relevant to your own organisation but the principal mobility plan process and the tasks required will be appropriate to all organisations. The strategy is intended as a strategic tool, a reference text, for use by your mobility plan co-ordinator. It is intended as a strategic resource that can be referred to mobility planning process. The strategy aims for setting the vision, measures, targets, objectives and action plans for developing the mobility plans. It builds on goals, foresees promotional and participatory activities. It is a visionary aspect of what regions could and will implement. It contains instructions and deep insight overview into planning process. The strategy can be used as an example for externals when planning the mobility plan, which steps need to be taken, how to approach to target groups and how to involve the key stakeholders in the planning process, implementation phase and approval phase of the plan. It may help in tackling the global issues that is climate change by reducing carbon emissions. On the other hand, the strategy will serve as a reminder for what needs to be done and how by project partners as well.

In addition, joint strategy outlines common willingness and common agreement on the MOVECIT implementation and also on WMP. MOVECIT project partners have joined to develop and implement WMPs. They have common vision, but different strengths, different baselines and circumstances to implement the vision. The strategy provides the content on different aspects of various 13 institutions, and the action plan that will realize the implementation of the established vision. For this purpose, project partners have met the representatives of the institutions (mostly the city halls) and discuss the strengths, problems, and priorities. Jointly established vision will be realized in 20-30 years, but the action plan will be implemented in the frame of 1- 5 years, depends on the complexity of the measures.

# 4. Common challenges and solution find

In MOVECIT project, ten (10) partners have linked together to develop thirteen (13) Workplace mobility plans. The reason why jointly cooperating with the partners from various institutions and countries are the common problems and needs. It was ascertained that all institutions (city halls) face with the increased single car usage and are encountered with the lack of the willingness, motivation and knowledge among the employees that work at the concerned institutions. The institutions seek to change the Modal split in a favour of sustainable transport modes. The main problems tackled are described in the following chapters, here we want to summarize the main aspect why the partners have bounded within MOVECIT project.

MOVECIT project builds on workplace mobility plans developed for city halls – municipality administration. From this derives that the project target group will be mostly employees working in the city or municipality administration. To be able to include all employees it has been decided to focus only on the city halls with the administration employees and exclude all other public workers working in the e.g. kindergartens, police stations, etc.

Even if some organisations are small, with few employees, developing WMP to address aspects of travel associated with institution's activities is still a valuable and worthwhile exercise. After all, 'small changes

by each of us can make big changes to us all'. The process it should be followed will be similar to that appropriate to larger organisations, but clearly everything will be done on a much smaller scale.

You may already have measures that encourage more sustainable transport choices in place, like car sharing, cycle facilities or salary sacrifice scheme for bikes or season tickets. Positive steps such as these are to be congratulated, but developing a formal mobility plan will give you the strategy and process to monitor and implement a range of integrated measures and deliver the maximum benefits for your organisation, your staff and the wider community.

A mobility plan can address different types of travel associated with MOVECIT organisation's activities, such as: commuter journeys and business travel undertaken by staff during the working day and Fleet vehicles operating as a part of organisation's activities.

The institutions that have been approached and have decided to take part in MOVECIT are coming from seven (7) countries and are as follows:

| No. | name of the institution/department in English | country | number of staff | FUAs (name of municipalities within the daily commuting distance of the institutions location) |
|---|---|---|---|---|
| 1 | Municipality of Ljutomer | Slovenia | 28 | Ljutomer, Križevci pri Ljutomeru, Veržej, Gornja Radgona |
| 2 | Municipality of Litoměřice | Czech Republic | 195 | Kamýk, Mířejovice, Malíč, Michalovice, Žalhostice, Píšťany, Malé Žernoseky, Velké Žernoseky, Libochovany, Hlinná, Žitenice, Ploskovice, Chudoslavice, Třebušín, Byčkovice, Trnovany, Křešice, Polepy, Chotiněves, Horní Řepčice, Liběšice, Levín, Travčice, Terezín, Bohušovice nad Ohří |
| 3 | Municipal hospital in Litoměřice | Czech Republic | 830 | Kamýk, Mířejovice, Malíč, Michalovice, Žalhostice, Píšťany, Malé Žernoseky, Velké Žernoseky, Libochovany, Hlinná, Žitenice, Ploskovice, Chudoslavice, Třebušín, Byčkovice, Trnovany, Křešice, Polepy, Chotiněves, Horní Řepčice, Liběšice, Levín, Travčice, Terezín, Bohušovice nad Ohří |
| 4 | Municipality of Baden | Austria | 597 | Alland, Bad Vöslau, Heiligenkreuz, Kottingbrunn, Oberwaltersdorf, Pfaffstätten, Sooß, Tattendorf, Teesdorf, Traiskirchen, |
| 5 | Municipality of Mödling | Austria | 70 | Gaaden, Guntramsdorf, Hinterbrühl, Maria Enzersdorf, Wiener Neudorf |
| 6 | Municipality of Bruck an der Mur | Austria | 226 | Frauenberg, Kapfenberg, Leoben, Oberaich, Pernegg an der Mur |
| 7 | Municipality of Leoben | Austria | 510 | Bruck an der Mur, Frohnleiten, Kainach bei Voitsberg, Kapfenberg, Niklasdorf, Proleb, St. Michael in Obersteiermark, St. Peter-Freienstein, Tragöß-St. Katharein, Trofaiach, Übelbach |

| | | | | |
|---|---|---|---|---|
| 8 | Budapest University of Technology and Economics, Faculty of Transportation Engineering and Vehicle Engineering - BME | Hungary | 160 | Érd, Diósd, Budaörs, Budakeszi, Szigetszentmiklós, Dunaharaszti, Fót, Dunakeszi, Pécel, Vecsés, Gyál |
| 9 | BKK Centre for Budapest Transport | Hungary | 1400 | Érd, Diósd, Budaörs, Budakeszi, Szigetszentmiklós, Dunaharaszti, Fót, Dunakeszi, Pécel, Vecsés, Gyál |
| 10 | City Hall of Békéscsaba | Hungary | 200 | Békés, Mezőberény, Kamut, Murony, Doboz, Gyula, Kétegyháza, Telekgerendás |
| 11 | Municipal office Banská Bystrica | Slovakia | 230 | Banská Bystrica, Špania Dolina, Selce, Harmanec, Kordíky, Nemce, Riečka, Tajov, Kynceľová Králiky, Malachov, Badín, Horné Pršany and Vlkanová |
| 12 | City hall of Modena | Italy | 1637 | Modena, Campogalliano, Castelfranco, Carpi, Rubiera, Sassuolo, Fiorano, Maranello Formigine, Bastiglia, Mirandola, Vignola, Nonantola, Spilamberto, Reggio Emilia, Bologna |
| 13 | Administration of the City of Leipzig | Germany | 7000 | Leipzig, Belgershain, Böhlen, Borsdorf, Brandis, Espenhain, Großpösna, Machern, Markkleeberg, Markranstädt, Naunhof, Zwenkau, Pegau, Jesewitz, Krostitz, Schkeuditz, Taucha, Trossin, Wiedemar |

Comparably, institutions are different based on the size, based on the history, knowledge, background. However, the problems remain the same for all, therefore the cooperation has been logical. The connection that ensures the bound effect is therefore the uniform methodology how to prepare the workplace mobility plan. The strategy is a long-term plan of the actions that regulates the problem solving to meet the long-term vision and goals. WMP strategy is becoming more and more visible among municipalities of all sizes (from Ljutomer to Leipzig). Their common experience is that the challenges of mobility in municipalities of all sizes are in fact very similar, and that in particular they demand an integrated approach to rescue. Key to understanding is the importance of integrated traffic planning and baseline support for the elaboration of the WMP at the highest political level in the municipality. When the municipalities of production started without such support or understanding, the process of preparation encountered many obstacles, while the strategy in the planning practice of the municipality only received a marginal role. It is also important to have guaranteed resources - financial resources, knowledge and human resources in all key areas of preparation and implementation of WMP.

The cities and rural regions of central Europe share a common history as well as similar social and cultural characteristics. The area covers more than one million square kilometres, stretching from the Baltic Sea in the north to the Mediterranean Sea in the south, with less clearly defined borders to the west and east. Generally, the city size is similar with the eastern countries such as Czech Republic, Hungary, Slovakia and Slovenia. The cities from Austria, Italy and Germany are bigger and consist of larger population. As pointed above there are some history similarities between cities but the sizes are those that make differences and can be therefore considered not as an obstacle when working together but the opportunity where the best examples and knowledge can be transferred and adopted to the city size.

The important issues that needs to be pointed out are Functional urban areas (FUA) that can significantly affect the commuting habits. Inviting external stakeholders that are connected with FUA, to be part of the planning process is crucial therefore. Identification of the stakeholders has to be done prior to the WMP

start, in the first stage of the WMP process those identified stakeholders have to be selected and be proposed to join the mobility team. Within MOVECIT project, project partners have identified all stakeholders for their FUA that are linked to the institutions. The reason for including them into the process is wider. Sustainable commuting by employees can be supported not only by soft measures but also by good infrastructure that can provide better connections of the surrounding areas with the city centre. The infrastructure measures can be successfully implemented, planned and communicated only with the cooperation of the external stakeholders such as public transport providers, other municipalities, administration units, media companies, car-sharing companies, regions, NGOs and several others that fit to your case.

FUA is considered (by OECD in cooperation with the European Commission and Eurostat) as functional economic unit characterised by densely inhabited “urban cores” and “hinterlands” whose labour market is highly integrated with the cores. This definition originating from labour market and commuting considerations provides a spatial delimitation beyond administrative borders which is relevant for a multitude of thematic fields, such as for example transport (e.g. commuting, transport flows etc.), economic development (e.g. labour market, strategic positioning, etc.), environment (e.g. air/water quality, soil sealing, urban sprawl, etc.), social (e.g. health care, social housing etc.).

Without FUA and external stakeholders no longer the mobility plans can be developed. The WMP can thus gain much more wider acceptance and legitimacy. WMP can really be develop based on the integral aspects.

MOVECIT project will take opportunity to introduce also pilot actions (and pilot investment as well), which will be measured and monitored within Monitoring and evaluation plan. The pilot actions were chosen by preliminary analyse made by each of represented country. This causes some difficulties as the city haven’t aware of which pilot will be established and measured prior to the action plan of the mobility plan. Therefore, some of the pilots are not representative as they could be. They will be evaluated based on results achieved. Nevertheless, a few pilots were introduced and approved in the application form and are included in the action plan of this document.

The time plan of the WMP development is considered in MOVECIT project for about 8 - 10 months. This time includes all stages of the WMP process and the stakeholder involvement process as well. The mobility team can have the stakeholder meetings as many as needed, sometimes based also on the city sizes or the number and the profile of the stakeholders. The mobility team should take into consideration also implementation process of WMP. The developed WMP is only a beginning of the changes and it should be implemented as well. Within MOVECIT project only a few measures will be implemented, especially the pilot measures (pilot action). This does not mean the municipality won’t implement other measures, they will be only co-financed by other EU programmes or by national and local funds. The proposed measured in action plan have to be implemented within 2 – 5 years and can be implemented in parallel with MOVECIT project.

According to the implemented WMP and MOVECIT Monitoring and evaluation plan indicators should be monitored and evaluated. The results of these analyses should delegate if the indicators have to be changed, revised or set the new ones. The revised WMP can be prepared 2 years after the original one and the renewal after the five years. More info in the chapter 14.

# 5. Common approach - common methodology

This chapter can be seen from two perceptive: 1) MOVECIT project has developed the methodology on WMP development and 2) the methodology of the project development. Both two perspectives are described below.

## 5.1. The methodology of the Workplace mobility plan

Within MOVECIT project the development of a WMP divides into six initial stages, backed up by an ongoing commitment to reviewing and reporting progress and to promoting and marketing the WMP. The handbook for developing WMP was elaborated within work package thematic 2 and it will be available at the website or provided by each project partner in respective country in printed version. The handbook provides comprehensive description and guides you through all stages. Here below only the summary of the process is provided.

Securing senior management support is vital to the success of any WMP, as is a clear identification of roles and responsibilities. Therefore, the cities and municipalities are part of the project partnership to show serious commitment. Some of the municipalities are not part of the project but have been mostly signed internal agreement with the project partner which set the implementation rules and bound their cooperation, which is crucial in joint collaboration. Each site has to show the obligations what leads to the successful WMP implementation. Once a clear picture of the current situation of travel patterns within your organisation, transport links and other facilities has been established, objectives for the WMP can be defined and measurable targets set. A variety of practical measures to encourage a shift to more sustainable transport methods can then be selected and implemented. Once completed, the success of the plan must be monitored and regularly reviewed against its defined objectives and targets and, where appropriate, adjusted and updated in order for it to remain effective.

The measures chosen to encourage more sustainable travel options must also be marketed and promoted to staff, clients and visitors throughout the life of the WMP.

**Delivering an effective WMP**

No matter how much time you dedicate to developing your WMP, the key is to ensure that it delivers the benefits intended. WMP are site specific and therefore different for each organisation/institution. However, to be effective a WMP must:

- have support from the highest level of your organisation;
- be based on a recent assessment of your organisational travel patterns;
- set out clear objectives and targets (or indicators) that arise from those objectives;
- identify measures aimed at meeting those objectives;
- implement the measures it identifies;
- actively promote its chosen measures through awareness raising and marketing;
- outline a clearly defined and consistent monitoring programme;
- contain a commitment to future review and renewal and demonstrate a commitment to its continuation.

Results are, of course, what matters and the long-term effectiveness of a WMP will ultimately be determined by its ability to deliver results.

**Help, advice and the value of partnerships**

There is lots of help available to you to help you develop and implement your WMP.

Your neighbours may share many of the same problems with transport and benefit from the same solutions. There is therefore the opportunity to work with each other to deliver more and make your WMP a real success.

## 5.2. The methodology of the MOVECIT project implementation

**The WPT2 (Work Package Thematic) is called Setting up the transferable methodology and evaluation & monitoring plan process and consists of 4 actions.**

The first action is the Elaboration of the prototype versions of tools and guidelines for mobility plan's development, which starts in August 2016 and ends in March 2017. This action is about finding currently existing methodologies and tools, which can be used in the project for mobility planning. Along with this, there will be new tool developed or if appropriate some already existing tool updated for the use in the project (most likely in a way of website application which would be used by the target group of the project – the municipalities employees). The methodology which will be combined with the use of these tools will be presented in a way of D.T2.1.1: Handbook on developing, monitoring and evaluation of the mobility plan and O.T2.1: Integrated smart mobility toolkit for mobility plan's development & monitoring for municipalities unit. The methodology will be transferable for other municipality units in CE region and will be tailored based on the municipality sizes what will make the methodology unique in comparison with other existing ones. The handbook will be likely a brochure in A5 format with max 50 pages. This brochure will be translated into national languages, printed and offered to municipalities. It will serve them as a guideline how to make a mobility plan and how to use certain tools, which are connected in the process. This handbook will be also in on-line version, which will serve as directory or signpost to the existing on-line tools. The smart mobility toolkit (O.T2.1) will be incorporated into the handbook and project website and it will also exist as separated excel file, which will be possible to update throughout the project and implement the examples of measures used in the project along with other information. The handbook will be delivered in March 2017 and communized and used at the Train the trainer workshop D.T3.4.1, while the Toolkit will be delivered in April 2017.

In the next step Quantitative and qualitative evaluation and monitoring on data provided in pilot actions will be elaborated during October 2016 and May 2019.

Within this action, there will be gathered data about the municipalities, which are part of the project as pilot actions. In November there will be created D.T2.2.1: Monitoring and evaluation plan with corresponding KPIs and evaluation questionnaire. This plan will set up the monitoring of the pilot actions – predefine the general process of pilot actions and how they will be monitored. Part of the plan is a Questionnaire for employees of the municipalities. This questionnaire will be done in a form of staff travel survey in order to get the data about modal split, willingness to change their behaviour and also to gain already some data important for the mobility planning process. The questionnaire will be filled in by the employees 3 times within the project in April 2017, April 2018 (duration of the measurement will last at least 2-3 weeks) and April 2019 which means we can get a perspective on travel behaviour development. The key principle indicators set in the plan will be evaluated at the end of the project to see how the pilot actions were successful and what actions they triggered. There will be delivered a D.T2.2.2. Monitoring and evaluation report on testing the pilot actions in April 2017. This report will summarize the data obtained from the municipalities and their employees to value the implemented measures, changes in modal split and KPIs. NAP (WPT2 leader) will collect the data from A.T3.1. The report template will be provided and then filled in by other PPs and involved pilot actions municipalities. NAP will create a summary part within D.T2.2.2 where the achievements and lesson learned from pilot actions will be compared.

Then the third action about Capacity building for municipalities on mobility planning in involved CE regions will be processed, starting in January 2017 and ending in October 2017. The municipalities will benefit from this action the most since they will be taught on the methodology developed in A.T2.1.

There will be training in each country (O.T2.2: Seven trainings on low carbon mobility planning for municipalities in functional urban areas). NAP will prepare the D.T2.3.1: Training material in national languages for conducting the capacity building for municipalities by April 2017. The training material will be in a form of guideline on how to train and power point presentation on the topic of the training. The main topic will be the methodology described in the Handbook (D.T2.1.1) and using the tools described in the Toolkit (O.T2.1) as well as on implementation of the mobility plan, which will be the most challenging issues that moment. The target group to be trained will be the municipalities' mobility expert team and representatives of the employees. The PPs will contribute to this action with their comments and suggestions and they will translate this to their national languages. To sum up the actions conducted within this activity the D.T2.3.2: Transnational report on seven regional trainings for municipalities on tools for mobility plans will be prepared in October 2017. Each PP will fill in the template given by NAP about how the training was conducted, evaluated and how successful it was. NAP will compose these regional reports and prepare one transnational report.

Finally, the training action for project partners on evaluation and monitoring of mobility plans in CE regions is presented, which action is lasting from September 2016 to November 2016.

The main goal of this action is to organize a Train the trainer workshop in Brno, the Czech Republic, where all PPs will meet and together they develop tools usable in the mobility planning process. The project partners will be trained and aware on the evaluation plan and questionnaire that will deal with travel behaviour in the pilot action institutions. There will also be a possibility to discuss the evaluation and monitoring plan. Part of this workshop will be a Mobility Software Product Design workshop which will be crucial for following development of tools. Meeting outcomes will be very useful for further work. This action is summarized by D.T.2.4.1: Report on train the trainer workshop on developing and using the tools delivered by NAP in November 2016.

**The WPT3 is called Development of mobility plans and pilot actions in participating CE regions.**

First step in WPT3 will be the Train the Trainer Workshop in March 2017 in Vienna. In this workshop, the project partners will learn more about the development of mobility plans. After this workshop partners will be able to develop an individualized mobility plan together with the chosen mobility (expert) team in their municipalities step by step. In the frame of this mobility plan, each municipality chooses a set of measures they will try to implement them in the course of further implementation process which doesn't end in the project lifetime but it is a continuing process. The pilot action phase will deal mostly with only one predefined pilot measure (pilot action /pilot investment if using the AF terminology).. This leads to the next point in the workshop, which will be the training (D.T2.3.2) about how to implement certain mobility measures in the municipality administration. Various tools will be introduced and the partners will then have a pool on instruments of which they can choose the most suitable ones for their municipalities and the individual cases. During this workshop in Vienna WPT2 leader will also present the application tool (as part of the D.T2.1.1) and partners will be able to get familiar with it.

Until the middle/end of December 2016, the mobility questionnaire for the before, during and the after pilot measurement will be finished and partners can start to distribute them to the municipality staff participating in the pilot actions. WPT3 leader will prepare a template for the report (D.T3.1.1) until February 2017. The first questionnaire has to be finished until the 15th of March 2017. WPT3 lead partner will then start with the evaluation and the transnational report which has to be finished until April 2017. Deadline for filling in the second questionnaire is the 15th of March/April 2018 and the third is again one year later the 15th March/April 2019. Evaluation and report will be in each case until April/May.

In the period between March and July 2017 each partner will have to organize at least one Stakeholder Meeting in each participating municipality. This meeting is to get the stakeholders involved into the mobility planning process. Stakeholders in this meeting will include at least the mobility (expert) team of

the municipality but also other stakeholders can be invited. It can be a simple meeting, a workshop, round table etc.

Until October 2017 the mobility plans for all the participating municipalities should be finished. Each municipality then has a strategic document considering the needs and visions of the region/the municipality containing an actual step by step instruction of the implementation of the set of the measures and pilot action(s) as well as a plan for promotion.

In the period between December 2017 and June 2018 each partner will have to organize at least one other Stakeholder Meeting in each participating municipality. This meeting is to talk with the stakeholders about the pilot action, to test it and to engage the staff. Stakeholders in this meeting will include at least the mobility (expert) team of the municipality but also other stakeholders can be invited. It can be a simple meeting, a workshop, round table etc.

In February/March 2018 there will be the study visit to the city of Modena and another study visit to Leipzig in August/September 2018. Project Partners and maybe also stakeholders from the municipalities (such as associated partners) will be able to do some knowledge transfer, exchange good-practice examples and experiences there.

The pilot action phase is from June until November 2018. Each partner, each municipality will test different/individualized pilot action(s). In November 2018, each partner has to be finished with the report on this implementation of the pilot action. WPT3 leader will prepare the template until June 2018. The pilot investment can be already completed at the beginning of 2018, just to set them in advance in order to test the pilot investment timely wise.

Awareness raising campaign actions will start in December 2017 until March 2019. The campaign will start before the pilot action, accompany the pilot action and last further on. Until March 2019 each partner has to have finished the transnational report on the campaign actions and promotion. WPT3 will prepare a template for that report until the January/February 2018 and will prepare the transnational benchmarking report on pilot action implementation as well as the transnational evaluation report on pilot action implementation until April 2019. The list of the possible campaign action ideas will be prepared by lead partner and circulated among project partners in December 2016. The promotional, dissemination and communication activities will be defined and set also in Communication strategy more detail.

# 6. Necessity of workplace mobility plan

There may be a number of reasons why to decide to develop, or consider developing a travel plan:

- The institution has a problem with parking.
- There are accessibility problems associated with the site.
- The institution wants to improve the environmental image.

Herewith are listed some most significant benefits of WMP, however, there might be some others, tailor made benefits for each institution separately.

WMP bring benefits to the local **community**:

- reduced congestion
- reduced journey time
- improved transport services

- improved site access
- energy savings
- reduced noise and pollution
- improved quality of life in the area

WMP can produce many benefits for **organisations** such as:

- reduced carbon footprint
- improved accessibility of the site and buildings
- improved road safety on and near the sites
- reduced operational costs, such as by minimising car parking
- reduced absenteeism
- support staff retention and recruitment
- successfully pursue the corporate social responsibility (CSR) credentials of the organisation

There are also benefits for the **staff**:

- increased on-site amenities such as showers and bike repair
- improved health
- costs and time savings
- reduced stress, through flexible working and increased journey time reliability
- improved quality of life

# 7. Aspects of integration in workplace mobility plan

WMP should take into account also all aspects of integration (sectoral, vertical, horizontal, …) and at the same time try to keep the complexity of planning and the necessary coordination and information processes as simple as possible.

The main disadvantage of current traffic planning practices is the lack of coordination between different policies and institutions. The provision of an integrated approach is the main challenge of any traffic planning, and at the same time it is a major source of innovation and improvements. We have to approach the planning in an integrated manner. Integrated traffic planning must be established as a way that meets the different needs of society - economic, social, environmental. First, we review the plans and policies that could influence the overall planning of traffic in our municipality. We review the objectives of these documents and check their compliance with the principles of integrated traffic planning. It is crucial that we recognize the links between settlement and traffic, and then links to other areas. We need to think about the link between individual modes of transport, not just about their isolated treatment. At the end, we also define the possibility of integrating of holistic planning of transport with other policies at local, national and European level.

In addition, the integration is seen as a cooperation of the representatives of the different sectors. People working at the health, social, economic, residential, education and spatial planning, etc. departments should cooperate and deliberate jointly towards the common goals which are clean environment, air

quality, increase the usage of sustainable modes, better health condition of the users or suppression of the single car usage.

Furthermore, the representatives of the external stakeholders working at the different sectors are welcomed to join the working and planning teams too. The view from abroad or from outside the institution can bring added value and different aspects. How and why to include the external stakeholders is described in the chapter 7.

# 8. Project target groups

- Local public authority

Main direct target groups are city halls with their employees, other city public institutions (such as hospital), city administration and legal representatives considering also vehicle fleet of the public institutions and business trip from pilot cities.

Local public authorities such as cities benefitting by institutional mobility plan will be directly involved into the project activities. For each of these institutions the know-how providers will be guaranteed. They will cooperate based on daily work approach and constantly communicate on further activities and progress done.

Additional local public authorities are meant by other cities or municipalities which will be influenced by MOVECIT project. This will be done through the trainings and seminar invitations, dissemination activities / Info days and individual consultations.

- Regional public authority

Regional public authorities (councils) in this case are referred to representative of the connection between core city and hinterlands and are intermediates between municipality-municipality. Their task is to politically support strategically mobility plans.

They will be invited to the seminar or conferences, informed by press releases and other communication channels. It is to be expected to put institutional mobility plans into the other strategically documents support sustainable mobility.

- Sectoral agency

MOVECIT aims to build on capacity of local or regional development agency, environmental agency, and energy agency to spread an idea of MOVECIT to other cities and act as a know-how provider after the project lifetime. Enduring project results is their task.

They will be invited to the training for additional institution to apply for MOVECIT tool. The agencies are the key stakeholders which could help disseminate developed tool and transfer it to other intuitions or even adopted by themselves.

- Infrastructure and (public) service provider

Public transport providers are to be expected as training and workshops participants' obtaining new knowledge and to understand meaning of sustainable mobility. They can work cost effective with specific bus service and targeted infrastructure development.

- Interest groups including NGOs

Mostly associations are working with ordinary people, thus their availability is to disseminate the project results (gained in trainings) during commuters' free time and even more capitalize the project real achievements. Sometimes their campaigns are much effective and efficient than any other public wide broad disseminated campaigns.

- Higher education and research

Universities, faculties, research institutions, mobility and planners' experts are potential multipliers of the developed tools, additionally their knowledge will make a contribution when developing tools and identifying the status quo of mobility planning. They can benefit by obtaining new knowledge on institutional mobility plan. They can compare which tool is useful for their work and for different circumstances.

# 9. Commitment and involving stakeholders

In most of the cases analysed in D.T1.5.1 (Concept on how to involve relevant stakeholders in the pilot activities and mobility planning) a working team coordinates WMP, and most common members of these teams being senior management and staff representatives. Currently there are no examples of designated WMP coordinator yet. The main external stakeholders tended to be represented by the public transport providers and local and regional authorities and some NVOs that already dealing with the sustainable mobility topics. The latter are usually involved in the WMP implementation afterwards.

The following sub-chapters standardise and give guidance on the important roles and responsibilities of the major internal and external stakeholders in the WMP process.

**Senior management support and commitment**

Senior management support is critical to ensure the success of a travel plan and it is important that this support is secured at the beginning of plan development.

**WMP co-ordinator**

WMP co-ordinator (based on MOVECIT project logic these are project partners) represents the key to a successful WMP and he or she needs to become the driver of the plan. In small or medium sized organisations, an existing member of staff can take on this responsibility, but in large organisations a dedicated WMP coordinator should be appointed. The co-ordinator may be helped by a working team to provide direction for the coordinator and to help in taking measures forward at the practical level.

**Staff consultation**

It is very important for WMP to involve all the staff from the beginning. This promotes the feeling of ownership of WMP and the more staff involved, the more likely they are to change their travel behaviour and provide the plan with ongoing support.

**Local and Regional authorities**

In many cases local and regional authorities are fully supportive of WMP's objectives and can even offer direct assistance to organisations to design, draft and monitor their WMP. Their support – and funding – can be a key component of a travel plan's sustainability, especially if internal funding is limited.

**Local and Regional public transport operators**

It is potentially very fruitful to involve public transport operators in developing WMP, since it is they who can offer increased services as well as access to travel data, maps and public transport routes.

# 10. Status quo of the regions

In the area of transport and mobility, information about the situation is often very partial and incomplete. We have to compose them as pieces of a puzzle and describe the situation in the municipality and to highlight the challenges. The baseline description allows us to measure progress, among other things. The analysis is carried out comprehensively. For the needs of a good analysis of the challenges we carried out a qualitative overview of the current traffic situation in the area of the municipality. First, we must establish a clear picture of travel situation and what facilities already exist. This status quo description can provide the basis for setting goals in a rational and transparent way.

In general, all regions have already achieved a given level of mobility planning but in different measures. The common of all regions is to subsidy and promote sustainable modes of transport versus private car transport.

The governance structure and legal obligations for transportation are similar in all investigated regions of CE. Municipalities and/or the state (federal state) are the responsible organizations for providing appropriate public transport service. This is typically ensured by specific state law or regulation. Responsibility is differentiated by area (e.g. public transport in town is typically organized by the municipality) or the transportation modes (e.g. typically railway transportation is ensured by state as state railway). Policy and legal obligations for transportation are therefore similar in all investigated regions of CE.

The regions are heterogeneous regarding to the existing strategies: some of them have sustainable solutions long times ago, others only created sustainable mobility plans in paper (workplace mobility plan). Austrian and German regions long times ago prefer and support the wide spread green and sustainable solutions and technologies for transportation. Their aim is to improve e-mobility by car sharing systems and improve accessibility of e-mobility, increase the number of high-quality parking spaces for bicycles and develop comprehensive mobility concepts. Hungary has concrete concept for electro-mobility called Jedlik Ányos Plan (research, development and innovation for supporting the spread of electro-mobility). On the other hand, Sustainable Urban Mobility Plans (SUMP) or simple transport development plans are already carried out or under development in all regions. Although the notion of SUMP is known, the notion of workplace mobility plan is generally not known or the stakeholder actors have not yet identified its importance. Hence, workplace mobility plans are highly missing factors in CE regions. The only exception is the Italian city-region Modena which has started devising workplace mobility plan. This is due to the Italian National law (D.M. del 27/03/1998 of the Minister for Environment) specifying that public companies and public entities, (above 300 employees), and private companies (above 800 employees) located in municipal areas at risk of air pollution, have to adopt a workplace mobility plan and also adopt a mobility manager.

The visions and goals for transportation in CE regions are mostly similar. The regions plan to follow the already defined Sustainable Urban Mobility Plans (SUMP) or transport development plans in short and medium-term time horizons. Main goals consist of: promotion and facilitation of cycling and foot traffic; parking facilities; public transport systems; electro-mobility and smart mobility technologies. Basically, the increase of attractivity and competitiveness of public transport is also a common project for all regions.

In order to achieve the goals of sustainable workplace commuting, a significant barrier is the current habit of private car usage. The personal car usage is motivated by three main reasons in all regions:

- Car transportation is preferred from smaller and more remote quarters and from hinterlands. Public transportation is therefore generally used for travel from large living neighbourhoods where network is good.

- "Tradition" of private car usage.
- Some of the city-regions have not yet faced with the problem of serious rush hour traffic jam, simply due to the size of the population.

# 11. Problems identified

The chapter is the logical continuation of the previous chapter. The problems tackled are presented and are baselines for the strategy. The problems characterize the traffic situation and the commuting situation among employees. The partners have identified the problems and barriers with the representatives of the institutions that are outlined below.

The main problems identified are as follows:

- private car users do not intend to shift to public transport;
- wide spread use of bicycle, car sharing, car-pooling, or electro-mobility for workplace commuting is not achieved;
- teleworking is usually not an option at workplaces.

According to the problems the main barriers to sustainable mobility solutions are also summarized and listed below. These barriers are generally present in any city-regions considered in the MOVECIT project.

Usual barriers which prevent private car users to shift to public transport:

- General social preference of individual car transportation is strong. Owning and driving a car is taken as an indication of proper social position as well as a symbol of personal freedom and development.
- The culture of private cars is still too deep-rooted in small and medium cities.
- Higher comfort and flexibility of cars to buses, cycling and walking.
- The available public transportation network and frequency is not sufficient in the city-region.
- The available connections of public transportation from hinterlands are insufficient.

Main barriers which prevent the wide spreading of bicycle use for workplace commuting:

- Lack of safe cycling infrastructure (cycle paths, cycle lanes, bike parking place, shower rooms at company).
- No roof covered cycling parking.
- Feeling of not safe cycling in streets.
- Workplace is too far from home.
- Long distances to workplace and children transportation to the schools.
- Commuting is time consuming.
- Personal car needed also for business trips;
- Necessity to drive children to schools.
- Citizens have usually low awareness about good practices and relationship between health and physical activity.

Barriers to widespread use of car sharing or car-pooling:

- There is no available car sharing service in the area.
- Car-pooling is not organized among employees.
- Car sharing or car-pooling is not promoted and thus not known by the employees.
- For employees owning a company car, the usage of the car sharing/pooling transport would mean private money lost. They consider it as if part of their income would be cancelled.
- At some institutions, there is a free and always available parking lot reserved for the employees.

Barriers to reduce travel demand and increase teleworking:

- The main barrier for working from home is organizational, as usually employees have face-to-face meetings, thus they have to be present at their workplace.
- Employees have rather PCs at their workplace not laptops, which prohibits teleworking.
- Teleworking is not allowed at the company/institution.
- Starting time of work is not flexible, and not adapted to avoid rush hour traffic.

Barriers to the spreading of electro-mobility:

- The introduction of electric roller or e-bike fleets has financial burdens.
- Concerning the loading stations again the financial burden is present, but also legal problems appear, as the electric supply company does not allow the deployment of such devices in the area of the company/institution.
- In general, now there is an organizational uncertainty in the company, therefore the long-term reorganization process puts other issues behind, such as workplace mobility problems.
- Limited spaces for new infrastructures considering the structure and the age of the city.

Barriers to spreading of sustainable workplace mobility solutions:

- There is no workplace mobility plan at the company/institutions.
- There is no mobility manager at the company/institutions.
- The employees of the human resource department are very much overloaded; thus, they have not enough time to assess questions of information provision and mobility campaigns.
- It is difficult to recruit employees for mobility co-operations (e.g. car-pooling).
- Employees have a high amount of work. Therefore, they have not enough time to handle other issues, such as mobility related problems.
- A significant barrier is the lack of communication of sustainable mobility and thus the lack of involvement of employees.

# 12. Values and priorities

Values determine how, in what ways the organization and its employees fulfil their mission and follow their vision. Values represent the basic priorities of an organization's culture. They believe that what the organization and its individuals appreciate is valued as a positive, desirable and worthwhile effort. They are conscientious expressions of what the organization is about, a kind of deeper internal compass that guides the behaviour and behaviours of the organization and its people, and consolidates the understanding of what is important for what is worth fighting and advocating. Values relate to what is important to an organization, and how it should be handled by the organization and its individuals.

Values can also be understood as some sort of substantive foundation that determines how, in what ways the organization and its employees will fulfil their mission and follow their vision.

Values in mobility planning are very important as they derive from the traffic users. In MOVECIT case these are employees who daily commute to city halls. The values have been communicated already at the 1st stakeholder workshops/meetings/interviews and have continued with the stakeholder meetings in the first half of year 2017. The input was gathered and summarized by institutions. The general description provides the common values which are the bases for the vision.

## Austria – Leoben:

As „Smart City" Leoben's vision 2025 is a population with increased awareness of flexible, event-driven choice of transport (cycling, car sharing, inter-modality are integrated in everyday life). The preference for private cars decreases – especially among the young. Going by public transport is "in". Leoben is connected to the high-speed train network (TENcorridor of the north-south axis). In everyday life, a wide variety of micro and small vehicles (e.g. pedelecs, e-Cars) is used in Leoben in 2025. A focus in this setting is to develop mobility management in schools and companies and mobiliyXchange, another project going one step further than mobility management.

## Austria – Bruck:

Also, Bruck is part of the project Smart cities. It is one of the main traffic junctions in Austria. The city aims to develop a sustainable vision towards a greener future. Furthermore, the objective comprises various spheres of activity like mobility, construction, energy, supply and disposal. A roadmap and an action plan have been created in the course of a process comprising 3 stages. Various stakeholders have taken part in this project, among others citizens, representatives of all political parties, industrial enterprises, energy suppliers etc.

As already mentioned Bruck aims to move towards a greener future through its sustainable vision 2050 "Bruck an der Mur – Lebens(t)raum am Fluss" which integrates the various fields of action like energy networks, mobility buildings, local supply and disposal systems as well as information and communication. One important objective is to install an integrative mobility concept with smart mobility solutions

## Austria – Industrieviertel:

Both cities have existing mobility concepts and/or concepts for urban development (i.e. Stadtenwicklungskonzept Baden 2031 and Stadtentwicklungskonzept Mödling +2015).

Baden's strategic goals are:

- functional structuring of city streets,
- optimizing parking space management,
- optimizing of city bus network and bus stops,
- environmental friendly city busses
- extension of the cycling- and walking network and prioritizing

Mödling's goals in the sector of mobility are:

- reduction of motorized private transport
- elimination of gaps in the cycling network
- development of a mobility app
- improvement of bus services
- development of a regional cycling network
- introduction of e-mobility
- development of a fleet management programme
- redesign of the forecourt of the railway station

## Italy – Modena:

- improve the bike share within the urban area
- increase safety for cyclists
- increase protected parking spots for bicycles near-by work locations
- promote the use of public transportation
- promote walking for short distances
- reducing the need for parking spaces
- promote the use of car-pooling
- promote the use of the new e-car sharing system

## Slovenia – Ljutomer:

Values that are most important for the municipality of Ljutomer are:

- Health of the employees;
- A clean environment;
- Comfort and travel speed;

- Safety of pedestrians and cyclists at the streets;
- Accessibility for all.

## Slovakia – Banská Bystrica:

- elimination of late arrivals to work caused by congestions;
- reducing a need of parking lots for employees;
- positioning as a good example for other institutions in the town, particularly in connection with the SUMP (SUMP elaboration is scheduled in the near future, probably 2019);
- to be a good employer being forthcoming to employees who don't want / can't commute by car;
- use opportunity of the City Hall to cooperate with NGOs.

## Czech Republic – Litomerice city and City hospital:

The mobility plan should address following priorities

**Car transport**

- Reduction of the share of individual car traffic in the modal split of commuters
- Reduction of air pollution from traffic

**Public transport**

- Adaptation of transport services to the real needs of users
- Increasing the prestige of public transport
- Reduction of air pollution from traffic

**Cycling**

- Increasing the share of commuters on bicycles

## Germany – Leipzig:

## Hungary – Békékscsaba, BKK, BME:

There are important aspects which must be considered in the course of the workplace mobility planning. These aspects are general values focusing on people and environment, i.e. not-for-profit values. The main values are as follows:

- health of the employees;
- safety of travellers, especially concerning the safety of pedestrians and cyclists;
- easy access to company/institution adapted to all users, e.g. physically handicapped people, elderly people;
- protection of the environment /green transportation, e.g. reduction of transport emission, reduction of transport noise;
- other environmental issues, e.g. attractive public spaces, friendly and clean city;
- traveling comfort, proper commuting time;

- public transportation should be environment friendly, energy-optimal, as well as economic

**The common MOVECIT values are:**

- health and safety of the employees;
- accessibility to all users;
- protection of the environment /green transportation;
- other environmental issues, e.g. attractive public spaces, friendly and clean city;
- traveling comfort, proper commuting time;
- public transportation should be environment friendly, energy-optimal, as well as economic and integrated with the smart solutions;
- less car passengers and optimal parking management;
- improved cycling infrastructure;

Beside the main values the following priorities must be taken into consideration in the mobility planning process:

- identifying the most suitable measures which will influence and motivate employees to the sustainable mobility in the most efficient way;
- giving well understandable and motivating information to the employees of the municipality, which can help them to change the travel behaviour;
- ameliorating the infrastructure at office;
- the mobility plan should be developed for all employees;
- decrease the general mobility demand, which directly implies the decreased usage of vehicles and thus CO2 decrease;
- increasing the number of pedestrians and the number of cyclists;
- decreasing individual car transport;
- increasing car-pooling, public transport, walking and cycling for every day commuting to/from the workplace;
- supporting the usage of sustainable transportation modes (typically shared and electric mobility);
- developing the infrastructural conditions for everyday cycling: bike parking facilities, cycle network, shower rooms at office, etc.;
- adapted timetables of public transportation;
- integrated approach to mobility planning: exploiting the potential of sustainable transportation modes, optimization of road traffic use, intelligent parking; optimizing of city bus network and bus stops, environmental friendly city buses;
- functional restructuring of city streets;
- reduction of the share of individual car traffic in the modal split of commuters;
- reduction of air pollution generated by road traffic.

# 13. Common strengths

On the other hand, the cities may face with the strengths as well. Opposite to the problems, the cities already poses with some advantages and they should be highlighted when doing the analyses of the current situation. It might help in the setting the goals and vision.

The strengths/advantages therefore relate to internal factors that have a positive effect on achieving a particular goal. It is part of the current situation, where municipalities feel strong and are better than competition and represent an important strategic asset. Of course, the municipalities continue to invest in their advantages, develop them and ensure that the benefits remain their strengths in the long run.

Accordingly, the most common strengths of our 13 institutions are explained in the followings.

Due to the differences of regions, also the strengths are heterogeneous regarding the initiatives of workplace mobility planning. Among the CE regions, Austrian and Italian areas have well-established road network with high density of main routes and freeways offering quick connections in all directions. They are also prepared to consider integrated sustainable spatial development and to develop sustainable transport towards a greener future. Moreover, as a very advanced innovative example, the measure of Leoben's municipality is introduced: there is no kilometre allowance for car traffic, however business trips completed by public transport are being totally refunded.

In smaller cities and in the old town areas of bigger cities, walking is generally used as transport mode resulting in a relatively high percentage of pedestrian traffic within the modal share. This is also valid concerning the cycle usage, especially if cycle network and infrastructure are elaborated enough. Moreover, bike-sharing systems also exist in most of the considered cities. These systems have an unambiguous intensifying effect to bicycle usage. The very active NGOs and cycling activists in all regions are enthusiast workers not only for promoting cycling but also sustainable mobility as such. They organize events but also work on an expert and managing level, often pushing authorities in good and substantial decisions.

City centres have generally good connections to public transport especially to the railway main stations. P+R facilities are also available or under construction. Trains and bus connections are well coordinated in most of the city-regions except Slovakian, Slovenian and Hungarian regions.

The leaders of the companies/institutions are generally aware of travel habits of the employees, and are open to innovative solutions in a greater or lesser extent. Concerning telework initiatives, flexible working hours, and flexible starting time of work, the picture is more nuanced. Depending on the tradition of the institution and the profile of the given positions these solutions are welcome or rejected. Furthermore, thus avoiding peak hours is possible.

The regional authorities/municipalities boost the sustainable mobility with guidelines and regional plans to coordinate some actions already underway. The main goal of these initiatives is to influence travel behaviour in order to reach a more sustainable modal split. It is also an important feature of the companies/institutions that they have already participated or regularly participate in European R+D projects connected to mobility providing good practices and experiences for future.

The overall strength of the regions can be summarized as current situation and willingness together. They can help reaching the targets of the project, have positive influence on travel behaviour and head towards sustainable mobility.

As a common vision of the regions one can conclude that the stakeholders are interested in the workplace mobility planning and the improvement of employees' mobility. Generally, the need of the mobility plan is acknowledged and stakeholders are open to innovative solutions. At the same time, they are also afraid of too much effort required to the project. The acceptance of teleworking and remote web meetings is mixed, depends on the company/institution profile. The introduction of a company car is a real demand and can be efficiently used for car-pooling. Although strategic support is present, financial and legal issues

might prohibit easy and fast realization of new initiatives. Step by step introduction into the mobility planning will be the most effective approach. Stakeholders should be involved gradually into the process which is in short term period very time consuming, but in the long term will be more efficient.

# 14. Vision of the region

The vision represents a qualitative description of the desired future of the municipality and will later serve as a guideline for shaping measures. In a vision, traffic must be placed in the broader context of urban and social development. We must design it by taking into account all areas, in particular the spatial planning, economic development, environmental, social inclusion, gender, health and safety policies.

The strategy must be based on a long-term vision of the development of all forms of traffic in the entire settlement area, e.g. public and private transport, passenger and freight, motorized and non-motorized, movable and parked. The vision will be our starting point for creating concrete goals and measures.

Gathering all inputs so far and based on the most visible values of the MOVECIT institutions the vision of the MOVECIT institutions is:

**"The regional employees' mobility will be in twenty years infrastructurally adjusted, improved and environmental friendly to support cycling, walking and usage of the public transport. With the participation, the employees are treated equally and provided with a healthy, satisfied and safe living environment."**

# 15. Common goals

By selecting strategic goals, we define the areas of improvement and define the dimensions of the changes accurately - what will be needed to "reduce", what to "raise" and what to "preserve". Within the strategy, strategic objectives (such as increasing the number of cyclists) will have a higher status, while measures (such as setting up a bicycle shed) will only be the means that we have chosen to achieve these goals. This is a significant difference from the existing traffic planning practice, which focuses primarily on the establishment of individual arrangements and infrastructure, without taking into account the strategic objectives.

By defining our strategic goals, we actually define areas that are vital for the realization of our vision.

Five main goals have been identified which must be outlined in course of the workplace mobility planning as common goals. Accordingly, the following common directions are targeted.

1. Increasing walking and cycling as everyday transport modes

- support realization of local bicycle racks and showers at office;
- realize or (if exists) extend the bike sharing system;
- promote good practices;
- take examples from other European countries;
- develop and maintain the cycle network;
- increase the share of walking on paths up to 1-2 km.

2. Increasing public transport

- reach better public transport quality through measures in the field of sustainable mobility initiatives, and modernization of bus fleet;
- regular participation in European projects on the theme of sustainable mobility;
- improve infrastructure and service frequency;
- make competitive public transportation considering the service level and the prices;
- motivate multi-modal transportation, e.g. P+R, B+R;
- optimize public transport services;
- support of demand responsive public transport (DRT).

3. Increasing car sharing and car-pooling

- realize a car-pooling system on staff level;
- support better cooperation for car-pooling through the corporate messenger system;
- raise awareness with educational programs and sharing experiences
- support car sharing transport, especially e-carsharing systems.

4. Company/institution involvement and motivation of the employees

- company/institutional support for easier commuting of employees;
- support sustainable mobility during business trips;
- change the vehicle fleet of the company to more environmental-friendly or electric cars;
- decrease travel time to work;
- increase the awareness on sustainable mobility at the municipal institutions as strategically important bodies responsible for planning of the transport and urban development;
- prefer the usage of sustainable transportation modes;
- learn about various measures done in other cities in Europe.

5. General social and environmental goals via the use of sustainable transportation

- climate protection;
- decrease mobility demand and individual car use, which indirectly implies CO2 decrease;
- traffic related problems to solve, e.g. traffic congestions, parking space overload;
- achieve better capacity use of the road network and to free up capacity at the parking lot which is primarily intended for commuters;
- reach better life quality in urban areas through the citizen involvement and the development of urban mobility habits;
- develop methodology of mobility measures for benchmarking and linking strategies to improve the citizens' health;

- promotion of multi-modal and environmental friendly traffic solutions.

# 16. Action plan

The strategy will achieve its operability by preparing an action plan containing a detailed list of actions, responsible persons, sources of funding and their timetable. These specifications will be our basis for a smooth implementation of the strategy.

The action plan concretely provides the steps how to achieve the goals. The choice of measures is a critical part of the strategy's preparation, as our decisions will influence our success in achieving our strategic goals. In the context of integrated transport planning, measures not only provide for new construction, but can be very different. From, for example, new parking arrangements to a promotional campaign and the creation of a new transport offer. The bundle measures synergistically and reinforces each other. The key is therefore to conclude the assessment of the options with meaningfully combined packages. Once the packages are selected, we must integrate them with planning in other areas. A clear picture of who is responsible for what action and where the funds will come from is an important segment of the strategy. This requires close cooperation and discussion among all stakeholders, who will play an important role in the design and implementation of measures. We will understand the responsibilities and resources necessary to understand the conditions for the implementation of the selected measures. Therefore, we have compiled an unambiguous hierarchy of measures and retain only realistic viability. We also anticipated efficient and effective provision of resources (human, financial, professional).

In order to be successful in the preparation of the action plan, we have, in cooperation with relevant partners, formalized the sources of funds and the responsibility of key stakeholders.

In the action plan, there are included the measures that correspond directly to MOVECIT project (promotional and pilot measures), but some of them are part of the action plan as they are already defined in some other existing strategies of respective institutions. Internally it was decided to include them as well as provide added value for each site and are linked to the MOVECIT common goals.

The action plan is divided into five pillars that are thematically rounded. The measures are merged by countries.

The concrete action plans of all involved Central European city-regions are presented in the following tables as implementation milestones. Tables are presented by each city-region according to the main pillars:

I) Sustainable mobility planning

II) Walking

III) Cycling

IV) Public transport

V) Optimized motorized transport (e-mobility)

## 16.1. Action plan of Industrieviertel (Austria)

Action plan for Mödling (only fixed and ongoing measures)

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline (time line) | Comments (e.g. financial resources) |
|---|---|---|---|---|---|---|---|
| PILLAR: SUSTAINABLE MOBILITY PLANNING | | | | | | | |
| 1. | Continuation of existing mobility concept | --- | Modal split | high | Municipality of Mödling | 2015 - 2018 | |
| 2. | Developing a workplace mobility plan | --- | Modal split | middle | Municipality of Mödling | 2017 - 2019 | MOVECIT project |
| PILLAR: WALKING | | | | | | | |
| 1. | Streetevent on Car free day | | | middle | Municipality of Mödling | September 2017 | |
| PILLAR: CYCLING | | | | | | | |
| 1. | Sharrows (Cycling guidance and awareness) | | | | | 2016 - | |
| 2. | Closing gaps in cycling network | | | | | | |
| 3. | Streetevent on Car free day | | | middle | Municipality of Mödling | September 2017 | |
| 4. | Expansion of nextbike stations | | | | Muncipality and nextbike provider | | |
| PILLAR: PUBLIC TRANSPORT | | | | | | | |
| 1. | Redesign of forecourt of railway station | high | | high | ÖBB, Municipality of Mödling, Land NÖ | | |
| PILLAR: OPTIMIZED MOTORIZED TRANSPORT | | | | | | | |
| 1. | Further development of e-carsharing | | Number of additional e-cars | middle | Private e-carsharing group | | |

Action plan for Baden (only fixed and ongoing measures)

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline (time line) | Comments (e.g. financial resources) |
|---|---|---|---|---|---|---|---|
| PILLAR: SUSTAINABLE MOBILITY PLANNING | | | | | | | |
| 1. | Continuation of existing mobility strategy | --- | Modal split | high | Municipality of Baden | | |
| 2. | Developing a workplace mobility plan | --- | Modal split | middle | Municipality of Baden | 2017 - 2019 | MOVECIT project |
| PILLAR: WALKING | | | | | | | |
| 1. | Enhancing of walking environment (also Parks and Squares) | | | | Municipality of Baden | | Ziel 2.4.6 of Strategy Paper |
| PILLAR: CYCLING | | | | | | | |
| 1. | Extension of cycling network | | Kilometres of newly built paths and routes | high | Municipality of Baden | | Ziel 2.4.6 of Strategy Paper |
| PILLAR: PUBLIC TRANSPORT | | | | | | | |
| 1. | Optimizing of City Busses (Service and line adjustments) | | Timetable adjustments and additional services | high | Municipality of Baden, bus operators and VOR | | |
| 2. | Infrastructural Enhancement of Bus Stops (e.g. accessibility for wheelchairs) | | Number of rebuild stops | middle | Municipality of Baden and bus operators | | Ziel 2.4.4 of Strategy Paper |
| PILLAR: OPTIMIZED MOTORIZED TRANSPORT | | | | | | | |
| 1. | Further development of e-carsharing | | Number of additional e-cars | middle | Bea- das Badener e-Carsharing | | |
| 2. | Extension of charged parking management | | | High | Municipality of Baden | | Goal 2.4.2 of Strategy Paper |
| 3. | Reconfiguration of low-level streets (eg. shared space) | | Number of shared space projects | high | | | Goal 2.4.1 of Strategy Paper |

## 16.2. Action plan of Bruck-Kapfenberg-Leoben (Austria)

Action plan for Bruck/Mur (only fixed and ongoing measures)

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline (time line) | Comments (e.g. financial resources) |
|---|---|---|---|---|---|---|---|
| PILLAR: SUSTAINABLE MOBILITY PLANNING | | | | | | | |
| 1. | Strategy 2050 "Bruck an der Mur (one field is green mobility) | --- | | high | Municipality of Mödling | 2012- | |
| 2. | Developing a workplace mobility plan | --- | Modal split | middle | Municipality of Bruck Mur | 2017 - 2019 | MOVECIT project |
| PILLAR: WALKING | | | | | | | |
| 1. | Streetevent on Car free day | | | low | Municipality of Bruck Mur | September 2017 | |
| PILLAR: CYCLING | | | | | | | |
| 1. | Sharrows (Cycling guidance and awareness) | | | | | 2016 - | |
| 2. | Closing gaps in cycling network | | | | | | |
| 3 | Streetevent on Car free day | | | low | Municipality of Bruck | September 2017 | |
| PILLAR: PUBLIC TRANSPORT | | | | | | | |
| 1. | New railway station in the hinterland (Oberaich) | high | | high | ÖBB, Municipality of Bruck Mur, Land Stmk | 2020 | |
| PILLAR: OPTIMIZED MOTORIZED TRANSPORT | | | | | | | |
| | Extension of charged parking management | | | middle | Municipality of Bruck Mur | 2019 | |

Action plan for Leoben (only fixed and ongoing measures)

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline (time line) | Comments (e.g. financial resources) |
|---|---|---|---|---|---|---|---|
| PILLAR: SUSTAINABLE MOBILITY PLANNING | | | | | | | |
| 1. | Continuation of existing mobility strategy | --- | Modal split | high | Municipality of Baden | | |
| 2. | Developing a workplace mobility plan | --- | Modal split | middle | Municipality of Baden | 2017 - 2019 | MOVECIT project |
| PILLAR: WALKING | | | | | | | |
| 1. | Enhancing of walking | | | | Municipality | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | environment (also Parks and Squares) | | | | of Leoeben | | |
| PILLAR: CYCLING | | | | | | | |
| 1. | Closing gaps in cycling network | | Kilometres of newly built cycling bridge and routes | high | Municipality of Leoben | | |
| PILLAR: PUBLIC TRANSPORT | | | | | | | |
| 1. | Optimizing of City Busses (Service and line adjustments) | | Timetable adjustments and additional services | high | Municipality of Leoben, bus operators | | |
| PILLAR: OPTIMIZED MOTORIZED TRANSPORT | | | | | | | |
| | Installation of e-carsharing system | | e-cars, charging infrastructure | high | Municipality of Leoben | | |
| | Extension of charged parking management | | | High | Municipality of Leoben | 2018 | |

## 16.3. Action plan of Banská Bystrica (Slovakia)

PILLAR: SUSTAINABLE MOBILITY PLANNING

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline (time line) | Comments (e.g. financial resources) |
|---|---|---|---|---|---|---|---|
| 1. | Elaboration and adoption of the workplace mobility plan | 14000 | adopted plan | high | city hall, mobility experts | XI/2017 | The plan will define a list of measures and action plan. Source: MOVECIT |
| 2. | Establishing of position of mobility manager at the City Hall | 3000 €/year | part time job position | low | city hall | XI/2017 | May be part time position. Tasks: coordinate mobility planning and implementation of the workplace mobility plan |
| 3. | Cancelling of all reserved parking lots in public parking lots and streets. | 0 | no reserved parking place outside of the City Hall yard | low | city hall | III/2018 | Parking places reserved for carpooling may be kept |
| 4. | Elaboration and adoption of the SUMP | not known yet | adopted plan | high | city hall, stakeholders, mobility experts | probably 2019 | The plan will propose a list of measures on the municipal level |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | | | | which will make easier implementation of the workplace mobility plan. Source: Integrated regional operational programme. |

PILLAR: WALKING

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | Promoting of commuting by walk | 2000 | campaigns | low | city hall | III/2018 | Short term intensive campaigns, long term low intensity campaigns, consulting about walking to work |
| 2. | Publishing and distribution of metrominuto map | 5000 | map | low | city hall | IV/2018 | The City Hall has to be as one of the point in the map. |
| 3. | Improve the City Hall's conveniences for walking commuting | 5000 | facilities for walkers in the city hall | middle | city hall | IV/2018 | E.g. change- and drying room, showers, |
| 4. | Remove pedestrian barriers in the City Hall's vicinity | 20000 | smooth walking access to the city hall | middle | city hall, street company | 2019 | Focused on main pedestrian access corridors around the City Hall: improving of sidewalks surfaces, increase of pedestrian crossings safety |

PILLAR: CYCLING

| Measure | The cost of municipality | Indicator (based on | Complexity (low, middle, | Responsibility (the | The implementation | Comments |
|---|---|---|---|---|---|---|

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | goal) | high) | municipality, private company, PT company) | deadline | |
| 1. | Promoting of commuting by bike | 2000 | campaigns | low | city hall | III/2018 | Short term intensive campaigns, long term low intensity campaigns. |
| 2. | Consulting about cycling to work | 0 | consultancy place | low | city hall, cycling NGO and/or shops | III/2018 | Mobility manager (or other relevant person) is able to advice good/safe routes, about purchase of bicycle and its maintenance, etc. |
| 3. | Support of Bike to work campaign | 1000 | number of employees participating | low | city hall, OCI BB NGO | IV/2018 | promotion of campaign in internal communication, motivating and rewarding of participating employees, personal example and motivation by the City hall management and opinion makers |
| 4. | Improve City Hall's conveniences for cycling commuting | 10000 | facilities for cyclists in the city hall | middle | city hall | IV/2018 | E.g. change- and drying room, showers, enlarging and improving of safe roofed bike parking, e-bike chargers, repair stand with tools and pump, etc. |
| 5. | Improving of conveniences for cycling in related institutions | 5000 | number of equipped institutions | middle | city hall, operators of institutions | VI/2018 | E.g. bike stands in kindergartens and school (to drive/pic-up children on way to/from works by bike), bike stands at nearby shops (to allow shopping on way by bike) |
| 6 | Implementation | 26 000 | Bike parking | middle | city hall | X/2018 | A model bike |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | of the pilot project - bike parking facility at the BUS/Train Terminal | | facility built | | | | parking facility will improve services for the public, demonstrate an active approach of the municipality to the agenda of sustainable mobility. |
| 7. | Remove cycling barriers in the City Hall's vicinity | 20000 | smooth cyclists access to the city hall at the last mile | middle | city hall, street company | 2019 | Improving of accessibility of the City hall from main cycling routes - cycling path/lanes, cycling crossings, improving surfaces, cycling orientation system, etc. |

PILLAR: PUBLIC TRANSPORT

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | Better informing of employees about PT network and connections | 0 | informing place (mobility manager) | low | city hall | XI/2017 | Many employees have low knowledge about lines and schedules of PT. Mobility manager is able to advice the most suitable lines and connections. |
| 2. | Promoting of commuting by PT | 1000 | campaigns | low | city hall, PT providers | XI/2017 | Short term intensive campaigns, long term low intensity campaigns. |
| 3. | Employees' discounts in PT | Ad'a | number of employees using discount | middle | city hall, PT providers | 2018 | Possible mostly via prepaid cards, etc.<br>This measure |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | | | | still has to be deliberated. The PT providers are ready but it may be contra productive - town inhabitants may protest against such privilege of civil servants paid from public money. Probably will not be implemented. |

PILLAR: OPTIMIZE MOTORIZED TRANSPORT

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | Promoting of car-pool | 1000 | campaign | low | city hall | XI/2017 | Explaining what is car-pool and how it works (mobility manager). |
| 2. | Launching of car-pool mechanism | 3000 | established mechanism | low | city hall | III/2018 | A mechanism to arrange collective drives, e.g. web page, application, FB page … |
| 3. | Motivating to car-pooling | 1000 | measure | middle | city hall | III/2018 | Reserving of parking lots in the City Hall's inner yard or close to the city hall |

## 16.4. Action plan of BKK (Hungary)

PILLAR: SUSTAINABLE MOBILITY PLANNING

| Measure | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private | The implementation deadline (time line) | Comments (e.g. financial resources) |
|---|---|---|---|---|---|---|

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | | company, PT company) | | |
| 1. | Development of workplace mobility plan | - | developed plan | high | Municipality | 2017 | MOVECIT project |
| 2. | Update of the SUMP | 350 000 EUR | adopted plan | high | Municipality | 2018 | EU funds |
| 3. | Implementation of mobility plan measures | 10 000 EUR | number of measures | high | Department of Strategy | 2019 | EU funds |
| 4. | Awareness campaign with posters and online media | 1000 EUR/year | number of posters / e-mails | middle | Marketing and Communication | 2020 | own funds |
| 5. | Workshops about mobility plan achievements | 1000 EUR/year | number of participants/ number of workshops | middle | middle | 2019-2022 | own funds |

PILLAR: WALKING

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | Awareness campaign to promote the benefits of walking | 5 000 EUR | number of participants | middle | Department of Strategy, Communication | 2019 | EU funds |

PILLAR: CYCLING

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | Influencing people traveling by bike in the frame of bicycle friend workplace | 1000 EUR /year | number of employees who use bike | low | Department of Strategy | 2017-2022 | own funds |
| 2. | Buying company bikes or company e-bikes | 10 000 EUR | number of e-bikes | low | Management | 2019 | own funds |
| 3. | Promoting European Cycling | 3000 EUR / year | number of employees who use bike | middle | Department of Strategy | 2017-2022 | EU funds |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | Challenge | | | | | | |

PILLAR: PUBLIC TRANSPORT

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | Promoting using public transport | 1000 EUR | number of reached persons | low | Number of reached persons | 2018 | most of the employees have a free of charge ticket for the PT in Budapest |
| 2. | More ergonomic and more comfortable vehicles | 3 000 000 EUR | number of modern low-floor vehicles | high | PT company | 2020 | EU funds |

PILLAR: OPTIMIZE MOTORIZED TRANSPORT

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | Awareness campaign of e-mobility and car pooling | Awareness campaign of e-mobility and car pooling | number of people who prefer alternative transport for commuting | middle | Management | 2019 | Management |

## 16.5. Action plan of BME (Hungary)

PILLAR: SUSTAINABLE MOBILITY PLANNING

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline (time line) | Comments (e.g. financial resources) |
|---|---|---|---|---|---|---|---|
| 1. | Development of workplace mobility plan | - | developed plan | high | BME | 2017 | MOVECIT project |
| 2. | Implementation of mobility plan measures | 10 000 EUR | number of measures | high | BME leadership | 2019 | BME leadership |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 3. | Awareness campaign with posters and online media | 1000 EUR/year | number of posters / e-mails | middle | BME Communication | 2020 | own funds |
| 4. | Participation at workshops and conferences about mobility planning | 2000 EUR/year | number of participants/ number of workshops | middle | BME | 2019-2022 | EU funds |

PILLAR: WALKING

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | Purchasing e-rollers | - | number of e-rollers | middle | BME | 2018 | MOVECIT project |

PILLAR: CYCLING

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | Extending the existing bike racks | 2000 EUR | number of bike storage | low | BME | 2019 | own funds |
| 2. | Buying company bikes or company e-bikes | 10 000 EUR | Number of e-bikes: 5 | low | BME | 2020 | own funds |

PILLAR: PUBLIC TRANSPORT

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | Promotion of PT usage | 800 EUR | number of reached persons | low | BME | 2019 | own funds |

PILLAR: OPTIMIZE MOTORIZED TRANSPORT

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | Installing electric charging points | 20 000 EUR | number of charging points | high | BME and electric company | 2020 | EU funds |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 2. | Restructuring of parking fee structure | 500 EUR | number of parking cars | low | BME | 2019 | own funds |

## 16.6. Action plan of Békéscsaba (Hungary)

PILLAR: SUSTAINABLE MOBILITY PLANNING

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline (time line) | Comments (e.g. financial resources) |
|---|---|---|---|---|---|---|---|
| 1. | Stakeholder meeting organization | 1000 EUR | Number of events: 2 | high | Division of human resources of the city hall | October 2018 | funding within regular municipality activity |
| 2. | Introducing priority of electric vehicles in parking lot at city hall | 5000 EUR | adopted plan, informed employees: all | low | Division of human resources of the city hall | April 2019 | no funding is needed |

PILLAR: WALKING

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | promoting the walking as workplace commuting mode | 3000 EUR | number of employees going to workplace by walking: 30 | low | Division of human resources of the city hall | April 2019 | funding within regular municipality activity |
| 2. | development of walking infrastructure and green areas within the city centre rehabilitation project | 3.240.000 EUR | Rehabilitation are is 75 000 $m^2$ | high | Municipality of Békéscsaba | Dec 2018 | funded by European Regional Development Fund, TOP-6.3.2-15-BC1 – 2016-00001 |

PILLAR: CYCLING

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | buying e-bikes for employees | 10.000 EUR | Number of e-bikes: 10 | low | Division of human resources at city hall | Oct 2018 | funding within regular municipality activity |
| 2. | development of bicycle | 3.240.000 EUR | Rehabilitation is being 75 | high | Municipality of Békéscsaba | Dec 2018 | funded by European |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | infrastructure within the city centre rehabilitation project | | 000 $m^2$ | | | | Regional Development Fund, TOP-6.3.2-15-BC1 – 2016-00001 |
| 3. | development of bicycle road network and infrastructure | 2.630.000 EUR | 5 km new bicycle road/lane | medium | Municipality of Békéscsaba | Dec 2018 | funded by European Regional Development Fund, TOP-6.4.1-15-BC1-2016-00001 |
| 4. | establishing a changing room with shower for cyclist at both city hall buildings | 5000 EUR | established shower rooms at both city hall buildings | low | Division of human resources at city hall | Febr 2019 | funding within regular municipality activity |

PILLAR: PUBLIC TRANSPORT

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | Promotion of PT usage | 3000 EUR | Number of reached persons: all employees at the city hall | low | PT company | Jan 2019 | funding within regular municipality activity |
| 2. | Discounts for employees | 3000 EUR / month | increase of passenger number: 30% | high | PT company (DAKK) | March 2019 | funding within regular municipality activity |

PILLAR: OPTIMIZE MOTORIZED TRANSPORT

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | Promoting of e-mobility | 3000 EUR | Number of reached persons: all employees at the city hall | middle | Car-pooling organizer company and/or division of human resources of the city hall | Jan 2019 | funding within regular municipality activity |
| 2. | Supporting e-mobility by reimbursement | 5000 EUR | Ratio of employees shifting from private car towards car-pooling: | high | Division of human resources of the city hall | March 2019 | funding within regular municipality activity |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | 30% | | | | |

## 16.7. Action plan of Modena (Italy)

PILLAR: SUSTAINABLE MOBILITY PLANNING

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline (time line) | Comments (e.g. financial resources) |
|---|---|---|---|---|---|---|---|
| 1. | Bicycle mobility Plan - implementation of measures for short term | € 6.280.000,00 | Bicycle traffic increase by 1.5% per year | very high | Municipality of Modena | December 2018 | 5.510.000€ already foreseen by the three-year economic planning |
| 2. | Elaboration and adoption of SUMP | € 70.000,00 | Adoption of SUMP | middle | Municipality of Modena | December 2017 | Cost for contracting private company. Incentive from the Region for Cities that will approve a SUMP by the end of 2017 |
| 3. | Elaboration and adoption of the workplace mobility plan | € 157.000,00 (MOVECIT project contribution) | Adoption of Workplace Mobility Plan pf civil servants | high | Municipality of Modena | May 2019 | Financing source: EU project Movecit |

PILLAR: WALKING

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | Improvement of pedestrian accessibility to the City Hall offices | ~20.000 € | Modal split and number of accident | middle | Municipality of Modena | December 2018 | Sidewalk restoration, removal of barriers for pedestrians, improvement of safety at crossings |
| 2. | Increase of bicycle and | ~300.000,00 € | Pedestrian accidents | high | Municipality of Modena | December 2018 | Action from the Cycling |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | pedestrian safety for existing critical points in Modena road network (mainly intersections) | | decrease | | | | mobility plan; funding from internal resources and from national of regional incentives |

PILLAR: CYCLING

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | New implementation of limited speed areas (30 km/h max speed) in the urban area of Modena | ~200.000 € | Km of limited speed streets implemented | high | Municipality of Modena | December 2018 | Action from the Cycling mobility plan; funding from internal resources and from national of regional incentives |
| 2. | Realization of new kilometres of cycleways (strategic connections) | ~2.000.000 € | Km of new cycleways | high | Municipality of Modena | December 2018 | Action from the Cycling mobility plan; funding from internal resources and from national of regional incentives |
| 3. | Increase of bicycle and pedestrian safety for existing critical points in Modena road network (mainly intersections) | ~300.000,00 € | Bicycle accidents decrease | high | Municipality of Modena | December 2018 | Action from the Cycling mobility plan; funding from internal resources and from national of regional incentives |
| 4. | Revamping of bike sharing fleet | ~15.000 € | | high | Municipality of Modena | September 2017 | Partially done (~6.000 € already invested) |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 5. | New bicycle deposits | ~90.000 € | n. of new bike parking spots | high | Municipality of Modena | December 2018 | Action from the Cycling mobility plan; localization of deposits in strategic locations such as City Hall and train station seat |
| 6. | Implementation of traffic sensors for car and bike countings on 3 new road network sections (pilot action) | ~12.500,00 € | n. of sensors installed | middle | Wecity Srl, Municipality of Modena | December 2018 | Payed by MOVECIT funds |
| 7. | Diffusion of data coming from the Wecity app: count of sustainable trips, statistics, maps | 0 | | low | Wecity Srl | December 2017 | Raise awareness on cycling in the City |
| 8. | Diffusion of Bike safety maps | 0 | | low | Wecity Srl | December 2017 | Promotion of bike safety maps elaborated by Wecity Srl with the app data |
| 9. | Publication of MetroCicloMinuto | ~2.000 € | | middle | Municipality of Modena | December 2018 | Cycling promotion campaign |

PILLAR: PUBLIC TRANSPORT

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | Work on public transport provider (SETA) and Wecity collaboration (e.g. discounts and promotions on public transport service for Wecity users) | 0 | n. of subscription (or value of discounts) available for WeCity app users | middle | SETA SpA | Throughout project | |

PILLAR: OPTIMIZE MOTORIZED TRANSPORT

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | Launch of e-car sharing system | ~10.000 € | n. of e-cars available | high | Municipality of Modena | April 2017 | Already done (April 2017) |
| 2. | New charging stations in the urban area | 0 | n. of e-cars available | middle | Construction companies | | Local legislation for constructions include obligation for every new commercial building should have a specific number of new facilities for e-car |
| 3. | Reserved parkings for e-cars | 0 | n. of e-cars available | middle | Construction companies | | Local legislation for constructions include obligation for every new commercial building should have a specific number of new facilities for e-car |

## 16.8. Action plan of Ljutomer (Slovenia)

PILLAR: SUSTAINABLE MOBILITY PLANNING

| Measure | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline (time line) | Comments (e.g. financial resources) |
|---|---|---|---|---|---|---|

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 1. | e.g. Regular education of responsible person on the municipality about new practices in the field of sustainable mobility | 500 € or<br>0€ | e.g. Number of education events: 2,<br>The number of people participated: 120 | low | The municipality (e.g. department of ….) | Oct. 2018<br>or<br>May 2020 | The funds within MOVECIT<br>or<br>Funds within any other EU project<br>Or<br>funding within regular municipality activity (operation) |
| 2. | Update of the workplace mobility plan for Municipality Ljutomer | 10.000 € | Number of the document | middle | The municipality and externals | 2019 | Funds within any other EU project |
| 3. | The revision of the workplace mobility plan for Municipality Ljutomer | 20.000 € | Number of the document | middle | The municipality and externals | 2022 | Funds within any other EU project |
| 4. | Monitoring of the workplace mobility plan for Municipality Ljutomer | 1000 € /year | Modal split | low | The municipality and externals | 2017-2022 | funding within regular municipality activity (operation) or part of SUMP monitoring system |
| 5. | Active participation in EU projects | 0€ * | | middle | The municipality and externals | Regular activity | * revenue of the municipality , except in the case of co-financing the project |
| 6. | Regular education of responsible person on the municipality about new practices in the | 0€ * | Number of Educated people with increased capacities | low | The municipality | Regular activity from 2018 | *participation as part of cooperation in EU projects, except in |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | field of sustainable mobility | | | | | | the case of co-financing the project |
| 7. | Employment of the mobility expert, which will deal with obtaining national and European funds and will be financed with EU projects | 0€ * | Number of Mobility expert employed | middle | The municipality | 2018 | * except in the case of co-financing the project |
| 8. | Promotional, awareness-raising and educational campaigns for all pillars | 5000 € * | Number of person empowered | middle | The municipality and externals | Regular activity from 2018 -2019 | *in the frame of MOVECIT project |

PILLAR: WALKING

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | Regular maintenance of infrastructure for pedestrians | 10.000 € / year | Modal split and number of accident | middle | The municipality and externals | Regular activity | |
| 2. | Pavements arrangement in Ljutomer city | 60.000 € * | Modal split | middle | The municipality and externals | 2018 | *Cohesion funds of national ministry |
| 3. | Construction of tourist-cycling-walking hinterland connections | 6,75 M €* | Modal split and number of km of new walking connections | high | The municipality and externals | 2022 | *EU funds<br>*the measure indicated also in cycling pillar |

PILLAR: CYCLING

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | e.g. buying e-bikes | 2.000€ | Number of e-bikes: 2 | low | The municipality | Oct. 2018 | The funds within |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | | (e.g. department of ….) | | MOVECIT |
| 2. | Regular maintenance of cycling infrastructure | 10.000 € /year | Modal split, number of car accident | middle | The municipality and externals | Regular activity from 2017 | |
| 3. | Arrangements for the missing cycling connections in Ljutomer | 285.000 €* | Modal split, kilometre of new cycling connection | middle | The municipality and externals | 2018 | *Cohesion funds |
| 4. | Installment of e-charger for bicycles | 16.000 €* | Number of sustainable commuter, Modal split | middle | The municipality and externals | 2018 | * in the frame of MOVECIT project |
| 5. | PT stations to be equipped with the bicycle racks | 1000€ /year | Modal split, number of bicycle rack | middle | The municipality and externals | Regular activity from 2018 | |
| 6. | Participation in national campaigns to promote cycling | 0 € | Modal split | low | The municipality | Regular activity | |

PILLAR: PUBLIC TRANSPORT

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | Promote of PT | 0 € | N/A | middle | PT company | May 2018 | The action co-funded by MOVECIT<br><br>or<br><br>Funded by PT company |
| 2. | Obtaining of pilot projects for the development of public transport in small municipalities | 0€* | Modal split | high | The municipality and externals | 2022 | * except in the case of co-financing the project |
| 3. | Equipment of all public transport stops in the municipality * | 1000 € /year | Modal split | middle | The municipality and externals | Regular activity from 2018 | *Shelters, benches, timetables, lighting, bicycle racks |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 4. | Integration of school transport system into regular public transport or "transport on demand" | 5.000 € | Modal split | middle | The municipality and externals | 2019 | |
| 5. | The establishment of probation system "of public services on call" | 0 €* | Modal split | high | The municipality and externals | | *except in the case of co-financing - apply for projects |
| 6. | Informing employees in the municipality of improved public transport facilities | 0 € | Modal split | low | The municipality and externals | Regular activity from 2017 | |

PILLAR: OPTIMIZE MOTORIZED TRANSPORT

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | Purchase of e-cars | 60.000€ | The number of e-cars: 2 | high | The municipality | Oct. 2020 | Funds within any other EU project<br><br>Or<br><br>funding within regular municipality activity (operation) |
| 2. | Installment of e-charger for e-cars | 16.000 €* | Modal split | middle | The municipality and externals | 2018 | *in the frame of MOVECIT project |
| 3. | Eligible use of funds from the parking fees to the actions of sustainable mobility | 0 €* | Modal split | middle | The municipality | After 2018 | |
| 5. | Purchasing the e-car for business trips | 30.000 €* | Kilometre of sustainable trips | low | The municipality | 2019 | *EU funds |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 6. | Parking management for the municipality's building | 5000 € | Modal split | middle | The municipality and externals | 2019 | |

## 16.9. Action plan of Ústecký Region (Czech Republic)

PILLAR: SUSTAINABLE MOBILITY PLANNING

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline (time line) | Comments (e.g. financial resources) |
|---|---|---|---|---|---|---|---|
| 1. | Communication campaign (contest Gekon, Car Free day etc.) | 3700 EUR | Modal split | Middle | Nadace Partnerství, City Hall | April 2017 – May 2019 | Source: MOVECIT |
| 2. | Elaboration and adoption of the workplace mobility plan | | Adopted plan | High | city hall, mobility experts | October 2017 | list of measures, action plan. Source: MOVECIT |

PILLAR: WALKING

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | Promoting of commuting by walk | | Campaigns | Low | City Hall | April 2017 – May 2019 | Short term intensive campaigns, long term low intensity campaigns, consulting about walking to work |
| 2. | Removing the barriers at City Hall building | | smooth walking access to the city hall | Middle | City Hall | 2018 | Focused on barrier-free access for visitors of the City Hall |

PILLAR: CYCLING

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | Promoting of commuting by bike | | Campaigns | Low | City Hall | April 2017 – May 2019 | Short term intensive campaigns, long term low intensity campaigns, consulting about biking to work |
| 2. | Consulting about cycling to work | | consultancy place | low | City Hall, cycling NGO and/or shops | April 2017 – May 2019 | Mobility manager (or other relevant person) is able to advice good/safe routes, about purchase of bicycle and its maintenance, etc. |
| 3. | Buying e-bikes | 9000 EUR | Number of e-bikes | Low | City Hall | December 2017 | Source: MOVECIT |
| 4. | Improving and expanding the facilities for cyclists | 5000 EUR | Number of measures | Middle | City Hall | May 2019 | E.g. change- and drying room, showers, enlarging and improving of safe roofed bike parking, e-bike chargers, repair stand with tools and pump, etc. |

PILLAR: PUBLIC TRANSPORT

| Measure | The cost of municipality | Indicator (based on | Complexity | Responsibility | The implementation | Comments |
|---|---|---|---|---|---|---|

| | | | goal) | (low, middle, high) | (the municipality, private company, PT company) | deadline | |
|---|---|---|---|---|---|---|---|
| 1. | Creating a transport development concept within the framework of the SUMP | | | high | City Hall | 2018 | Project e-FEKTA - strengthening institutional capacity in the field of sustainable transport and the use of renewable energy sources |
| 2. | Promote of public transport | | Campaigns | Low | City Hall | April 2017 – May 2019 | Short term intensive campaigns, long term low intensity campaigns, consulting about commuting by PT |

PILLAR: OPTIMIZE MOTORIZED TRANSPORT

| Measure | | The cost of municipality | Indicator (based on goal) | Complexity (low, middle, high) | Responsibility (the municipality, private company, PT company) | The implementation deadline | Comments |
|---|---|---|---|---|---|---|---|
| 1. | Promoting of car-pooling | | Campaign | Middle | City Hall | October 2017 | Explaining what is car-pool and how it works (mobility manager). |
| 2. | Launching of car-pool mechanism | | Reservation system for carpool users | Middle | City Hall, Nadace Partnerství | March 2018 | Reserving of parking lots in the within the City Hall area or close to the workplace |
| 3. | Making the distribution of parking cards more efficient | | Number of parking cards | Middle | City Hall | October 2018 | |
| 4. | Purchase of e-cars, establishing e-carsharing | | Number of e-cars | Middle | City Hall | December 2018 | |

### 16.10. Action plan of Leipzig (Germany)

# 17. Implementation of the strategy

After the preparation of the action plan, we must also take care for the results, which are not only so obviously. In addition to the strategy, we need to take care of the management, thus ensuring control over the implementation of measures and risk management. We need a consensus among all the key stakeholders involved in the implementation of a particular measure. Implementation envisages much shorter cycles than the process of preparing the strategy. In most cases it involves adapting target values, as well as planning, detailing, managing, communicating and monitoring implementation of measures.

From the MOVECIT perspective for the successful implementation of the strategy, the project partners will be responsible for the projects measures implementation, and the lead partner here also has an important role to play to control and successfully coordinate the entire implementation. As already mentioned some of the measures (promotional and pilot measures) will be implemented already within MOVECIT project lifetime. Since there are the measures that take longer they will be gradually implemented 2-4 years later after the MOVECIT ends.

The most important aspect of the implementation of the Action Plan is, of course, a financial aspect. It is necessary to provide financial resources for implementation, which is also defined in the Action Plan, but in any case, it is necessary to adjust in the meantime to the current state and availability of funds.

The sources for supporting the implementation of the measures can be as follows:

- Internal;
- MOVECIT funds;
- Local and regional – authorities can support measures either financially or through infrastructure provision or in negotiation with the public transport operator;
- National – through different programmes for supporting sustainable transport;
- European – through different programmes for supporting sustainable transport.

# 18. Pilot action descriptions

### 18.1. Cityregion Bruck-Kapfenberg-Leoben (Austria)

The pilot action in Austria will be awareness raising by all employees and politicians of the cities including personal advantage of changing the habits, best practices in similar fields, information about the project and the link to an online tool, where we ask about the travel habits of the persons and their personal potential to change the modes of transport. For the reach of the goals there will be also workshops with the employees where CAA try to catch them with benefits of sustainable mobility combined with other themes, e.g. life quality, save money, health.

Every Year CAA organizes the European Mobilityweek in Austria (16th–22nd Sept.) where about 500 Austrian municipalities take part in and in each of those municipalities there are a lot of events including information about sustainable mobility. The pilot investments in Austria are to raise awareness by making a campaign during the European Mobilityweek in those four cities, informing the politicians and employees

of the city about this project, explaining them the objectives and to motivate them to take part in. The target groups are the politicians of the cities, all employees of the cities and especially the heads of the departments. In addition to that via the Medias of the cities the whole citizens will get informed about the project and the objectives of it. So the public administration is the frontrunner for companies and all citizens. The achievements of the campaign could easily be adopted in other countries.

## 18.2. Banská Bystrica (Slovakia)

The pilot action is not composed purely and only from pilot investment (equipment). On the opposite, the pilot action has significant soft components: they are integrally interrelated to the mobility planning process. The proposed solution will be compliant to other measures implemented to promote sustainable mobility, which include use of public transport, cycling and walking.

The pilot action in Banská Bystrica will be construction of well technically and architectonically designed bike parking point, which shall integrate other services, such as e-bike charging plugs, boxes for helmets and hand luggage, stand with basic bike service equipment and information panel about transport in the city. Bike parking facility will be established with placed in proximity of the newly built bus terminal, which will be combined with the shopping center. Also train station is located nearby. The position is strategic in terms of connection with the city hinterlands as the most commuters using the public transport from the city surroundings are daily passing through this point.

Comparable safe and aesthetically well-designed bike parking points do not exist in the city and in the region so far. The design and exact location of the shelter should be a result of the joint planning with stakeholders.

Implementation of the pilot action is responsibility of the PP10, city of Banská Bystrica.

Implementation of the pilot action in Banská Bystrica is planned during 4th -5th project period. According the project timeline it should be finished by November 2018 at the latest. During the first reporting period, the PP5 Ekopolis Foundation initiated first introductory stakeholders meeting to present the idea and concept to relevant institutions, including responsible departments at the city hall, and Railways of the Slovak Republic. All of the involved parties welcome the idea and expressed their willingness to contribute to successful implementation of the pilot action. Department of the Urban planning and Architect of the City shall be responsible for development of the design and technical documentation of the bike parking point.

This kind of facility shall provide an innovative approach on the regional, but also national level. At the same time, this facility is crucial to secure a practical demonstration of possible measures to enhance and promote sustainable mobility. Without this component the impact of the project would be limited. By establishing the integrated point of sustainable mobility, municipality’s objective is not only to provide higher standard services for cyclist but also to interconnect biking with other means of transport, namely public transport and walking. The pilot investment is dedicated only to PP10; they will be the owner of the bike stand (integrated sustainable mobility point). The costs for the pilot investment are covered by PP10 and are estimated on 26.000,00 EUR.

## 18.3. Budapest (Hungary)

During our pilot action BME will use the Mobility Manager software, which can manage plans of home-work trips made by employees. With Mobility Manager, it will be provided a detailed analysis of mobility habits of employees in order to identify problems, causes that generate them, and possible solutions, which ensure environmental sustainability. Using the software is a cost-effective approach to show sustainable opportunities and encourage change of travel behaviour. Thus, the mobility conditions in the city will be enhanced.

During the process, the software will do the following innovative steps: It sends an online questionnaire with a few questions to each employee. It produces a report with the results of the survey, in Excel format, containing more than 60 mobility indicators. It allows simulating many different intervention scenarios by using a simulation model integrated in the software that helps the mobility manager to make his choices. It shows geographically all the collected information using a cartographic model integrated in the software. It automatically calculates the emissions for six different kinds of pollutants released by daily journeys.

The main transferable benefits for using this software are the following: It considers the various aspects of the corporate mobility (parking, company shuttles, public transport, cycling mobility, company fleets). It can be customized according to the specific needs and to the specific environmental context. It is possible to interact with the questionnaire, the maps and many other features. It performs one-month work in a few seconds, saving corporate resources and time. It suggests the most successful interventions to optimize the available resources.

Although the software is already used in more than 100 different companies, but most of them are situated in Italy. This solution can be easily applicable in other parts of CE region, but before this it would be advantageous to use by a professional technical partner first in another country in the region. In order to reach other countries, all the interfaces should be translated to other languages, but the background business intelligence can be easily transferred.

The software will be tested in the pilot cities with the municipalities. Of course, based on the experience a transferable and scalable solution will be applied, thus other PPs and in the future other projects will be able to use the developed application techniques.

## 18.4. Modena (Italy)

Pilot action will be on the issue of sustainable mobility alternative to the use of car. Pilot action will be based on following phases: a) distribution of questionnaires among civil servants of the City of Modena in order to investigate home-workplace/home-school-workplace trips and attitudes towards mobility; b) implementation of services for automatic measurement/gathering of cars, bicycles and pedestrians traffic flows; c) update of database on mobility and related analysis in order to identify the main criticality; d) on the basis of the first three activities, define interventions needed to be incorporated in the small scale mobility plan, also considering a communication action.

The pilot action will include thematic equipment for the implementation of services for automatic measurement of cars, bicycles and pedestrians traffic flows and update of database on mobility.

The thematic equipment can be a software that is based on a "Motion Detection On Video (MDOV)« technology which allows to detect, in the frame of different lighting and angle conditions, if pedestrians, or bicycles or other vehicles are moving and to identify and classify them (so to better understand the modal shift). This software can tell how many vehicles, pedestrians or bicycles are passing through a "digital measurement line": this concept of "digital measurement line" is very innovative in comparison with other existing technologies. In fact, it allows to identify a sort of "virtual line" to which refer the count of passages. Usually, other technologies do not make this distinction, but they just give you a general calculation of all "objects" passing in front of the video/camera. The software is based on the "reading" of video images coming from cameras

The use of this innovative thematic equipment will contribute to the implementation of the foreseen pilot action, which deals with a fundamental and current theme: the mobility alternative to the use of car that represents one of the major issues in term of sustainable growth and CO2 emissions reduction.

Considering that the area of Modena and of its Region (Emilia-Romagna) is very polluted and characterized by a wide and strong use of motorized vehicles, this kind of action is needed: in particular, studying traffic flows of cars and also of other means of transport and their impact, but also investigating main

traffic criticalities are the basis to better understand mobility behaviours of citizens and adopt the potential solutions that could lead to a change in citizens mobility habits towards a more sustainable development of the territory.

Moreover, the activities and results obtained can bring a benefit to the local mobility strategies of the City of Modena and not only to the Mobility Plan adopted within the project.

In fact, at the moment, the Administration has already approved the SUMP guidelines where there are different indicators related to the evolution and changes in mobility within the city area. The City Cycling Mobility Plan will be approved by the end of 2016 and all the actions will start in the first part of next year. In 2017 the Municipality is going to elaborate and develop also the Sustainable Urban Mobility Plan.

The above mentioned innovative software in the project will allow the Administration to have a database, useful to investigate the changes in mobility trips, modes of transport and habits, based on recurring updated and timely information; this software is also easy to be consulted.

Software innovation, easy consultation and promptness are all characteristics that positively affect the potential replication of the main contents of the pilot action in other regional and extra-regional areas.

Of the results obtained and of the analysis carried out could benefit not only the City itself, but also the Extra-urban and regional area and other PPs of the project: in fact, they could all become aware and learn about the actions and the methodology developed by the City of Modena, therefore potentially adapting them to their local contexts. In particular, main criticalities identified at local level could be very similar to those identified in other PP cities or areas.

The transferability of the pilot action contents, and therefore its potential adaptation to other specificities, will be also favoured and implemented through the communication channels of the City of Modena (newsletters, social medias, press releases, etc.), but also thanks both to the support of AESS, especially in the frame of its EU projects and/or international activities, and the Europe Direct Centre of the City of Modena. This is one of the official information centres of the European Commission in charge of raising the awareness on EU issues among citizens that can arrange several communication channels in order to disseminate the pilot actions results, also beyond City area and National borders.

## 18.5. Ljutomer (Slovenia)

The pilot action in Slovenia will be focused on personalized travelling plans using top down approach – choosing a gross number of participants (the target population). The methodology is a cost-effective approach to address those people who both have the opportunity and the willingness to change, and uses innovative and compelling engagement techniques to support continued travel behaviour change. The travel advisor encourages the beneficiary to identify any barriers they have to using sustainable transport for their regular journeys and offers information and support exactly tailored to their needs. By identifying their own barriers and solutions, the beneficiary is in control of the situation and feels empowered to make the change: that's what makes it personal! Travel advisers bring materials to help them make that change, for example local network bus mobility apps, travel guides, walking and cycling routes and free test tickets. A tailored travel pack is delivered a few days later directly into the recipient's hand. The travel advice conversation is based on motivational interviewing techniques and open questions, the advisor has to be non-judgmental and allow the beneficiary to find their own solutions.

Additionally, to pilot action (implemented by LP) PP8 will purchase 1 bike shed which will be installed to foster sustainable commuting within municipality employees. Although the installing of the bike sheds is from European point of view not an innovative investment, it is claimed that from regional aspects is rather innovative, especially due the reason that none of the regional municipalities have ever installed such bike sheds. The municipality Ljutomer is surrounded by other small municipalities which are connected to administrative unit. The distances between municipalities are easy to reach by bicycle;

therefore, municipality Ljutomer has decided to promote and enhance the cycling opportunities within and across the municipality's border. The instalment of the bike sheds will give the good example to other small or medium sized neighbouring municipalities as well, additionally also to capital city of Slovenia which does not poses such bike sheds. Bike sheds acts as an application of better solutions that meet new requirements in municipality and for existing needs. The investment is effective and, as a consequence, new, that "breaks into" the society (e.g. employees). Innovative aspects can be measured on an organizational level which will benefit from reduce travel costs, employees' motivation and improved health condition. From political level, the municipality will benefit from region competitive advantage and financial input in development of municipality. Learning by doing or using approach will be transferred to other regions not on the national level but it will serve as a benchmark for all small municipalities beyond the country. The costs for the pilot investment are covered by PP8 and are estimated on 14.300 EUR.

## 18.6. Ústecký Region (Czech Republic)

There are two pilot actions which will take place in the Czech Republic during the project. Both are located in municipality of Litoměřice. One will be at the town office and the second one in the town hospital. The pilot actions will be focused at verification of the methodology created for the mobility plan creation process. Testing of new tools on mobility planning is going to be part of the pilot actions. The pilot actions are going to happen from February 2017 to April 2019 in four stages (preparation, analytical, proposal and evaluation).

Preparation stage

There will be working group and preliminary goals set up at this stage for the institution of town office and hospital. The range of the mobility plan will be discussed (which departments will take place in the mobility plan etc.). The working group members will be specified – ideally there will be employees of Environmental Partnership Foundation, mobility manager of the municipality of Litoměřice, member of department of building administration, member of strategy planning department, member of HR department and someone who is in charge of PR and communication at the institution.

The working group will go through all accessible information about employee's mobility and there will be questions (implemented in travel survey) approved based on the data and current situation. Working group will also design the motivation campaign for the behavioural change of the employees.

Analytical stage

The employees of the municipality of Litoměřice will be informed about the mobility issues and the meaning of the project goals in form of motivation campaign. Data collection will follow in a form of online and paper questionnaire. Collected data will be processed and analyzed. The outputs will be gathered in a report of current state of employee's mobility and modal split, where all issues and problems will be described. For example:

- How accessible is the institution by different means of transportation?
- What are the weak spots in transport services?
- What are the employees' mobility needs?
- Which places are problematic for pedestrians and bikers?
- How big is the willingness of the employees for their change of the travel behaviour?

This report will content elementary indicators (e.g. modal split), which will be valuable for evaluation of future measures for sustainable mobility implemented by the institutions and their possible success.

Proposal stage

In this stage, there are defines the goals of mobility plans based on the knowledge gained in earlier stages. The working group will set up the action plan for achievement of the goals. The plan will content specific measures and timetable of their possible implementation, along with responsible people, the means of funding and indicators of possible success. The basic activities are for example:

- Campaign that promote and inform about mobility issues (campaign or contests promoting sustainable transport).
- Measures for more rational use of individual automobile transportation (support of car-pooling, motivation for less use of the car as a single driver and more as a carpooler).
- Measures that motivate for more often public transportation use (dealing with public transportation companies about making the connections more attractive, motivation measures for employees so they use PT more often).
- Measures supporting cycling (station for renting a bikes or e-bikes for employees, building an infrastructure such as showers, changing rooms and dressing rooms for employees, securing safe parking spaces for bicycles…).
- Measures supporting pedestrians (cooperation with management of the infrastructure about lowering the barriers, web application for proposing changes in infrastructure, benefits for employees who are walking to get to work…).
- Measures for smarter parking systems and organization of the parking spaces (guaranteed parking spaces for car-poolers…).

The rules for monitoring and evaluation will be set up and followed (see evaluation stage). After action plan is done, it is possible to follow with implementation of the activities set in it.

Evaluation stage

The action plan has to be regularly evaluated and actualized according the goals and meeting the targets in given time period. Monitoring is ongoing and long-term activity which should be done in regular intervals which are set in advance. The data for the monitoring will be gained via travel survey questionnaire and other sources (described in Monitoring and Evaluation Plan). The effectiveness of the measures will be evaluated according to actual values of KPIs and its comparison before and after implementation of the measures.

# 19. Evaluating workplace mobility plan

Monitoring should relate to the achievement of targets if the objectives are to be met. All aim and action targets are already included in the Monitoring and evaluation plan (D.T2.2.1)

This evaluation plan describes the way the project objectives will be evaluated. The project's main objective is to improve capacity and behaviour of municipalities' staff when travelling to workplaces while at the same time changing the modes of transport, lowering CO2 and all other negative effects of car-oriented traffic by adopting the MP by municipalities. In the previous chapters the common problems, strengths, priorities are detected, vision developed and goals defined. The action plan regulates the achievement of the goals, but now this plan bound us to monitor and evaluate if the achievement of the goals was successful. All these features are presented from the MOVECIT perspective.

This plan mostly deals with the evaluation of targets set by indicators which are described in given chapters.

The monitoring will be held from April 2017 and, although the very project would come to its end by May 2019, it would continue on in order to preserve the objectives' sustainability.

It concerns mostly the data from mobility planning process and activities that change the travel behaviour of the employees including pilot actions covered in the project in the WPT3 (Development of mobility plans and pilot actions in participating CE regions) and monitored in activity A.T2.2. Qualitative and quantitative evaluation and monitoring on data provided in pilot actions.

The collecting of data will begin in April 2017 with the questionnaire research in those institutions which take part in the pilot action.

# 20. Promotional activities

The Communication strategy (D.C.1.1) for MOVECIT project has been already developed. It is an internal document that ensure a good communication with the internal and external stakeholders. It outlines the communication activities and defines the time plan for implementation. Especially it targets also the new target audiences (additional municipalities). The role of communication is to transmit information - the results and outputs of the project to relevant target groups which are not involved in the project at its implementation. Primary target area of communication activities is Central Europe area; however, some activities will have wider impact (EU level or beyond).

Success of project and its core on mobility plan will rely on informing and engaging employees and organizations beyond project partnership. Dissemination will have strategic management function to demonstrate added value, guarantee sustainability, capitalization and contribute to build "CE community".

The Communication strategy is linked to the specific objectives of the project MOVECIT. Communication objectives were developed corresponding to that, target groups defined and concrete actions designed which will support the interaction between the communication actors and the target groups.

The achieved outputs and results will be communicated to the additional target groups in CE: local and regional public authority, sectoral agency, infrastructure and (public) service provider, interest groups including NGOs, higher search education and research. Project will strive to engage them as much as possible in active way, this means to approach them during the events, through social media and also traditional medias (newspapers, …), to propose them an active cooperation such as win-win collaboration.

**Results of communication**

The achieved outputs and results of the project will be communicated to the additional target groups in CE by different communication approaches. The communication objectives are:

- Raising awareness and increasing the knowledge of a broader audience about project activities.
- Influencing the attitude and changing behaviour of the target groups (employees in municipalities) to make them think and act more sustainable.

**Main reference points for strategy**

Communication strategy actions provide an insight into a number of specific objectives of communication:

- To raise the awareness and motivation of municipalities employees to make the impact and changes of their mobility behaviour.

- Introducing workplace mobility plan as a strategic document of the city administration in the daily work agenda and pass it through the city council to gain a wide acceptance.
- Decreasing C02 emission for up to 20% per year among municipality's staff by implementation of mobility plans and by changing transport mode to more sustainable transport.
- Creating closer ties between the partners in the project - through communication activities, people responsible for the project communicate the project progress and results to the outside, but in the process, gain the better knowledge of the inner group. Thus, leading to a more harmonious work.
- Providing project related information to the stakeholders and communities of interest - communication exchange is serving as an information channel carrying project related information to project target groups.
- Delivering project related information to media - through dissemination activities the project related information is to be displayed media (digital media, newspapers).
- Promoting information of Project MOVECIT implemented through the CENTRAL EUROPE Programme in accordance with the Programme branding manual.

**Involved in planning and delivering communication**

Key activities and coordination of communication package will be managed by the lead partner Development agency Sinergija, also acting as a coordinator of WP Communication. However, partners' responsibilities lie in providing information to the coordinator and disseminating the information in their countries/regions.

Project partner duty is to promote project in their specific environment. Partners are entitled to participate in informational and promotion activities coordinated by Development agency Sinergija (WP Communication - leader) and have to provide up-to date information to feed-in the social media platform and project MOVECIT website, taking over the responsibility to communicate the progress to and with their stakeholders and communities of interest. The communication on the wider scale is to be facilitated by the WP leader.

# 21. Conclusion

The continuous development of cities and associated population growth, congestion and pollution has pushed the issue of urban mobility up the agenda.

The emergence of workplace mobility plans as a tool to meet economic, environmental, social and transport specific challenges has taken place at different speeds across the EU. The MOVECIT project has helped to rapidly advance workplace mobility plans up the agenda in the CE region countries.

The widely differing frameworks in which plans are emerging in the different member states has required a flexible set of stages which act simultaneously as handbook / guidelines to the implementation of robust objectives, targets, indicators and measures.

These stages offer such a resource, not only to serve as a management tool, but also to benchmark against one another to assess evolution of WMP quality. To implement the MOVECIT project according to the requirement we established this strategy which will be our light toward the project achievements.

In order to increase their uptake, especially in times of economic austerity, the economic benefits of implementing a WMP should be highlighted.

# 22. Sources

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