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MOVECIT

# TRANSNATIONAL BENCHMARKING AND EVALUATION REPORT ON MOBILITY PLAN'S DEVELOPMENT

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# Content

# 1. Summary

The presented document reflects analysing the experiences from the workplace mobility plan process (WMP). The document will serve as a benchmark tool for other regions too. The comparison between different public institutions is performed and based on the benchmarking categories which overlaps with the WMP development stages. The report reflects also the applied methodology, summarizes lessons learned and so provides a 'guideline' which enables project partners to learn from each other and what serves as guideline for follow up activities and WMP developing projects.

The main results by focusing on benchmarking and evaluating workplace mobility planning process can be summarized as follows:

- Commitment

Concerning the commitment for improvements on environmentally friendly transport modes, there exist different initial situations at the MOVECIT partner institutions: Some of the partners have many years of experience in the context of sustainable mobility and are deeply engaged in implementing projects on sustainable mobility. For others the Workplace Mobility Plan is closely connected to the development of first mobility strategies.

- Vision

There were different approaches concerning the vision development within Workplace Mobility Plan processes. So, it is not obligatory to develop a vision in the beginning of the process but at least to work out a clear goal is important to provide a direction for further steps in a way to become individual interests and targets within the context of sustainable mobility clear.

- Stakeholders

Stakeholders Involvement significantly increases the quality, efficiency, cost-effectiveness, transparency, acceptance and legitimacy of integrated transport planning in the municipality and by that contribute essentially to make mobility measures realized. External stakeholders can bring in specific expertise or are relevant for large scale implementation.

- Methods of analysing

Concerning the situation analyse different methods were used by MOVECIT-partners. Next to an online survey several other methods like Site checks, Review of certain documents, Map analysis, Online & Desk Research were applied to work out the analysing part of the WMPs. In addition to that some partners applied further methods for deeper going analysing like Experts Interviews, Employees Interviews, observation of workplace locations and field testing.

- Commuting patterns

Concerning commuting patterns, it became visible, that in average 50% of the employees have quiet short travel distances up to 10 km. However, the mobility behaviour doesn't mainly depend on commuting distances but on non-provided infrastructure or a lack of awareness for using sustainable transport modes.

- Action plan development & mobility measures

The number of developed mobility measures varies a lot between different MOVECIT partners. These differences are mainly tracked back to previous investigations on sustainable mobility and on difficulties concerning financial issues.

- Implementation of measures

Most of the MOVECIT partners already started to implement the mobility measures of their action plans. Most of the institutions started with soft mobility measures because they often are not related with higher costs and only expect willingness of the head manager and the mayor. In general, financial aspects show retarding effect on implementation.

- Promotion of the WMP

The Workplace Mobility Plans are being promoted in different ways including media releases, platforms and campaign actions and at different events like conferences, thematic trainings and seminars and dissemination events. However, the promotion of the WMPs at different institutions, currently is on different levels for instance because of delays in the development process of WMP or because of missing official commitment.

# 2. 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 has developed 13 strategic workplace mobility plans for public institutions. The plans have been elaborated within 18 – 9 months based on the methodology that has been developed by MOVECIT project team. The methodology should be uniform for all institutions. The document seeks to compare WMPs and the processes that led to WMP development between each institution and investigate how much institutions and WMPs have followed the methodology or have found the unique way.

The following document summarizes a transnational report on benchmarking and evaluation concerning development of Workplace Mobility Plan (WMP) in Central Europe (CE) regions. The Workplace Mobility Plans were developed with thirteen partner institutions in seven European countries. The partner institutions have very different initial situations as the following presentation shows. The numbers of staff indicate the numbers of involved staff in MOVECIT project:

- Municipality of Ljutomer (Slovenia): Number of staff 28

In the municipality of Ljutomer, as in other Slovenian municipalities, they have no tradition of strategic transport planning. The bulk of the existing strategic transport decisions are formed within the spatial planning documents of the municipality. These focus on transport infrastructure and overall do not address the transport system and its management, there are absent strategies for individual elements of the transport system as well, such as public transport, cycling or parking.

- Municipality of Litoměřice (Czech Republic): Number of staff 218

The stakeholders have been connected into the project QUEST, which goal was quality management system implementation within the sustainable urban mobility planning. These stakeholders are also members of work group for preparation of SUMP.

- Municipal hospital of Litoměřice (Czech Republic): Number of staff 933

The hospital has no previous experience in mobility planning. However, there is a document which Proposes the solutions for the transportation in the hospital premises. Unfortunately, this document didn't lead to any improvement of the transport situation in reality.

- Municipality of Baden (Austria): Number of staff 300

During the last years also, Baden had undergone changes and improvements of sustainable transport modes. These measures were the reconstruction of the railway station with attractive bike and ride facilities for 600 bikes, the introduction of a good cycling guidance system and the improvement of cycling paths and routes to neighbouring cities e.g. Bad Vöslau and Pfaffstätten.

Baden was the first Austrian municipality on board of the MOVECIT project and shows strong commitment to realize a sustainable mobility plan.

- Municipality of Mödling (Austria): Number of staff 300

Mödling has quite a lot of experience in the mobility sector, they already implemented a lot of projects fostering sustainable mobility; but the city lacks of having an institutional and structured mobility plan like MOVECIT is suggesting; Mödling participated in a project where they developed a traffic concept for soft mobility but the city has never developed a mobility plan of this kind for employees of the city, which is more extensive than the concept;

- Municipality of Bruck an der Mur (Austria): Number of staff 226

Stakeholders are interested in the project and in fostering soft mobility of the employees, but they are afraid of too much work for themselves. The principal support is there though. It is one of the main traffic junctions in Austria and part of the project Smart cities.

- Municipality of Leoben (Austria): Number of staff 380

Leoben's objective is a totally car-free city centre contributing to a high standard living quality. Measures to support this goal have been started installing a tactile leading system for pedestrians and traffic lights with acoustic signals. Another important milestone is the reconstruction of sidewalks to increase security and the desirability to explore the city per pedes. 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 is integrated in everyday life).

- City Hall of Békéscsaba (Hungary): Number of staff 210

The City Hall has made no special measure and effort on changing its employees' commuting behaviour yet. Besides building infrastructure elements, which can be useful for employees, who are using bicycles for daily commuting.

- Budapest University of Technology BME (Hungary): Number of staff 163

On institutional level, there were no extensive surveys about mobility and behaviour. The leadership of the university is committed to environment protection and the university has an institutional development plan, but it does not include information of workplace mobility. Among the employees there are some experts, who know SUMP methodology and have experience with mobility plans. However, this knowledge is not general among all of them.

- Centre for Budapest Transport BKK (Hungary): Number of staff 1200

Some sustainable mobility related actions were realized based on employee requests, e.g. shower, bicycle storage, carpooling ideas based on individual initiative, leadership training, using stairs instead of elevators, 70% reduction for bike-sharing monthly pass, information about health awareness per e-mail. The company participates regularly in European projects connected to sustainable mobility (e.g. STARS Europe project), also in the European Mobility Week. Furthermore, they have signed a cooperation agreement with the Hungarian Bicycle Club.

The leaderships is dedicated to promote sustainable mobility options and they also take into account individual ideas.

- Municipality of Banská Bystrica (Slovakia): Number of staff 261

The City hall of Banská Bystrica made no particular initiatives and effort in changing of employees travel behaviour yet. Only two initiatives were developed: building of small bike shelter in the City Hall's yard and annual participation of the highest representatives of the City Hall in the Bike to Work competition.

- City hall of Modena (Italy): Number of staff 1608

The municipality of Modena was approving its new Cyclist Mobility Plan, written by Mobility and Traffic Service department, which analyses the current situation of mobility for cyclist and proposes several actions and infrastructures to increase the bike modal share.

- Administration of the City of Leipzig: Number of staff 350

The city of Leipzig was involved in different pilot projects for different topics in relation to mobility management and developed the concept 'efficient mobile' which is dealing with mobility management.

In a further step the document reflects the applied research approach and methodology for all project partners. Additionally, the report outlines weaknesses and strengths of the applied methodology related to the process of WMP development, related to the implementation of developed action plans and WMP's promotion. The report is also reflecting differences and similarities within the single processes of MOVECIT partner institutions. The methodology's analyse works along nine benchmarking categories. These categories are:

- Commitment
- Vision
- Establishing the mobility team and stakeholder involvement
- Contribution of the stakeholders
- Situation analyses
- Commuting patterns
- Action plan development – planning measures
- Implementation of measures and promotion of the Workplace Mobility Plan

These benchmarking categories guide very transparently through all steps of the individual Workplace Mobility processes, which took place so far in Slovenia, Czech Republic, Austria, Hungary, Slovakia, Italy and Germany.

# 3. Benchmarking categories

## 3.1. Commitment

For a successful development and implementation of the mobility plan there a broad commitment to the principles of sustainable mobility is essential. In this phase of the process you need to assess on how these principles are already in action or if they have to be introduced. In the end of the project you have to find agreements.

**Municipality of Ljutomer, SLOVENIA**

With sustainable mobility the Municipality of Ljutomer was acquainted already in 2011, when the SUMP started to be developed. This is their first sustainable mobility strategy, which the municipality also conscientiously implements. We did not make special assessments for integrating the principles of sustainable mobility, as proof that the municipality has already implemented 75% of the SUMP is sufficiently large and persuasive. The employees were also familiarized with the SUMP principles. The work on the workplace mobility plan was so facilitated and the employees have showed commitment from the very first beginning.

**Municipality of Litoměřice, CZECH REPUBLIC**

The municipality of Litoměřice is one of the towns in the Czech Republic, which is very forward thinking in the field of sustainable mobility. They already have a lot of experience with electromobility and energy savings, so they have some history with promoting sustainable transportation. The municipality is trying to be the leader in the area and inspire others. Their commitment to the mobility planning process was very serious and they had supported the process throughout the whole time. The municipality is developing a SUMP in parallel to the two workplace mobility plans which were developed during the project. The administration was very supportive the whole time. They have for example promised to incorporate the priority of choosing the sustainable transportation to internal regulation about business trips. The political will was supportive as well, however there were some delays in the communication compared to the municipality administration. The commitment at the hospital could have been a little bit better. They have been very cooperative throughout the mobility planning process; however, they don't see the mobility issues as priority and they refuse to spend their budget on mobility measures. However, they are open to implementation of some measures when there will be external financial source involved.

**Municipality of Baden, AUSTRIA**

Baden focuses on improving their cycling network in cooperation with different partner organisations like Radland Niederösterreich and Stadt-Land Management Wien-NÖ. In the course of the project 'SReg – Smart region', they already carried out a demand analysis as well as planning a basic concept to contribute to a consistent cycling network. Baden already benefits from a well-connected transport system and has been especially concentrating on cycling and pedestrian traffic. However, these characteristics can be improved through further relevant measures. Baden's aim is to improve e-mobility by car sharing systems, increase the number of high-quality parking spaces for bicycles and develop comprehensive mobility concepts.

**Municipality of Mödling, AUSTRIA**

Same as Baden, Mödling also joined the project `SReg – Smart Region – Stadt-Umland Süd. In the course of this project Mödling tries to establish and implement a five-year-action agenda, a demo concept and a roadmap. Mödling concentrates on improving the integration of main city spots like the Federal Secondary College of Engineering (HTL), the train station or the hospital. Moreover, different mobility possibilities (cycling network, car/ bike sharing, foot traffic and e-mobility) should be better connected in order to achieve consistency and increase the convenience for users. Mödling follows its vision of being a city of short distances by increasing e-car sharing and improving accessibility of e-mobility.

**Municipality of Bruck/Mur, AUSTRIA**

Bruck's vision for the future of 2050 "Bruck an der Mur - Life on the River" aims for a more ecological future, encompassing the various fields of action such as energy networks, mobility buildings, local supply and disposal systems, as well as information and communication. An important goal is to install an integrative mobility concept with intelligent mobility solutions. A roadmap and action plan were prepared during a three-step process. Various actors have participated in this project, including citizens, representatives of all political parties, industrial companies, utilities.

**Municipality of Leoben, AUSTRIA**

The sustainable mobility is a major issue for the city of Leoben. As the second largest city in Styria with the FUA Graz it is important to reduce external environmental impacts, which can be achieved by promoting environmentally friendly modes of transport. Especially sustainable modes such as cycling and foot mobility will be made more attractive for short distances focusing on health aspects. The letter of commitment was signed without problems.

With the participation of the city in the project, Leoben wants to create a role model effect. The staff should motivate the residents to rethink their mobility behaviour and make it more environmentally friendly.

**Municipality of Békéscsaba, HUNGARY**

Békéscsaba City's commitment towards sustainability is represented in the Integrated Urban Development Strategy and in the Transport Development Concept. The development strategy plan sets out very general goals for downtown traffic where the City Hall's offices are located. The Transport Development Concept addresses the problem and goals in details. As a general objective, urban quality of life and living standards are closely aligned with the goals of the Workplace Mobility Plan. More detailed objectives are as follows:

- to ensure sustainability of public transport;
- favouring non-motorized modes of transport (pedestrians and cyclists);
- traffic calming in downtown and residential areas;
- developing urban parking system, rationalizing public parking, developing a state-of-the-art parking management strategy

During WMP process, commitment to cycling became a self-reflecting practice for the Town Hall from a general idea.

**BME, HUNGARY**

The sustainable mobility is a major issue for the BME Transportation Engineering and Vehicle Engineering Faculty, as the University also includes the promotion of a healthy lifestyle in its Institutional Development Plan. As the University buildings are in central Budapest, it is important to reduce external environmental impacts, which can be achieved by promoting environmentally friendly modes of transport. Our business is committed to create innovative workplace mobility plans, thus showing good examples for other institutions to showcase environmentally friendly transport opportunities to positively affect workers' walking habits.

**BKK, HUNGARY**

BKK is and was a member in several EU projects as a project partner or as a professional sponsor. Among them, the SUMPs-Up (European Program for Accelerating the Take of Sustainable Urban Mobility Plans), the objectives of which are in line with the goals of the MOVECIT project, is only a difference in the targeting tools. In addition to the research and development projects of the BKK, it is a member of several international professional associations. BKK is the organizer of public transport services in Budapest and operates the bike sharing system, therefore BKK is highly committed to sustainable modes of mobility.

**Municipality of Banská Bystrica, SLOWAKIA**

The concept of sustainable mobility was not implemented in real life before introduction of the workplace mobility plan at the City Office of Banská Bystrica. The situation in the town as such was similar, though slightly better: the town management improved bus public transportation in recent year and the masterplan of non-motorized transportation was adopted (but not implemented). We went through all relevant strategic and planning documents finding that some measures of sustainable mobility were incorporated almost in all of them, but no single one was implemented.

Situation improved a lot in last 18 months and the MOVECIT project and elaboration of the workplace mobility plan contributed to improvement significantly. Thanks to participative approach of the plan preparation and to information activities within the project many officers are aware of sustainable mobility, they know what it means and no doubt it will influence not only their personal life but also their decision making. It is particularly important now as far the City Office is launching elaboration of the Sustainable Urban Mobility Plan so involved officers are much more familiar with terms and principles of sustainable mobility.

**City hall of Modena, ITALY**

The Municipality of Modena is committed to sustainable mobility and specially to bike mobility since a very long time; different actions have been introduced to promote sustainable mobility. In particular the Municipality is committed towards the SUMP adoption by December 31st, 2018, and already approved the SUMP guidelines, where objectives and strategies to obtain changes in mobility within the city area are fixed. Moreover, the Cycling Mobility Plan has been adopted in 2016, illustrating the Administration’s goals in terms of bicycle usage throughout the city, with specific mid and long-term action. Moreover, the SEAP (Sustainable Energy Action Plan) has been adopted in 2011 with an expected CO2 reduction of the 21% compared to the 2009 percentage rate. Particularly, one of the specific objectives of PAES is the improvement of the sustainable urban mobility in order to lower down carbon emission. Each Municipalities involved in SEAP must insert in their local plan specific actions including the environmental sustainability aspects and improvement.

Moreover, at Regional level, the line 4 of the POR FESR 2014-2020 of Emilia-Romagna Region identifies the promotion of the sustainable urban mobility as one of the pillar to obtain a consistent improvement of the quality of air and to carry on keeping good levels for the future.

In addition, the new Regional Energetic Plan, approved in March 1st, 2017, designed the strategy and the goals of the Emilia-Romagna Region concerning climate and energy to reach by 2030, and it is particularly focused on the following topics: strengthen of green economy, energy saving and efficiency, renewable energy development, transport intervention, research, innovation and training.

Concerning the institution, a Mobility Manager has been nominated, as requested by national regulation for institutions with more than 300 employees.

Finally, thanks to MOVECIT project a better involvement of the Municipality employees in the decision making concerning mobility strategies has been introduced as a common approach to validate every step of the WMP.

**Administration of the City of Leipzig, GERMANY**

As a first step in the creation of a mobility plan, the rough concept of municipal mobility management in the city of Leipzig, which was created as part of the "efficient mobile" project, can be considered the basis. It lists existing approaches such as the cycling strategy, information campaigns and CarSharing activities. In addition, the park & ride capacities have been expanded in recent years. The MDV (Mitteldeutscher Verkehrsverbund) and the LVB (Leipziger Verkehrsbetriebe) offer a job ticket, which offers benefits in accordance with the quantity purchased and the employer's contribution. The "efficient mobile" report also shows possibilities for the further development of mobility management. In Leipzig, concepts for the implementation of MM have already been developed for the Technical City Hall (headquarters of the Transport and Civil Engineering Office) and the municipal utilities. As part of the concept for the Technical City Hall could be found some starting points for mobility management. These relate in particular to the creation of bicycle parking spaces, the subsidization of public transport tickets (Jobticket), a dynamic multiple use of parking spaces, the establishment of a ride-through exchange and improved usability of service bikes. It turns out that the implementation of most bicycle-related measures (pitches, roofing) has led to an increase in bicycle use.

## 3.2. Vision

A vision is a motivating and positively formulated imagination of a goal state. A vision indicates the direction of development and expresses what for an institution wants to stand in the future. It is the aim of a vision to provide values for any action framework and to deliver inspiration over a long-lasting period of time.

**Municipality of Ljutomer, SLOVENIA**

As part of the preparation of the Workplace Mobility Plan, we followed the guidelines that include the development of the vision. This is important step, since employees can more easily identify with it and also give a long-term orientation to the municipality. The vision that the employees have shaped through the questions on needs and the future provisions, the vision is as follows: "WITH SUSTAINABLE MOBILITY TO THE SATISFIED EMPLOYEES."

The vision concentrates on employees and provides guidance for the future. The strategy must be such that it will meet the needs of employees and increase their satisfaction at the workplace.

**Municipality & Hospital of Litoměřice, CZECH REPUBLIC**

The vision was developed during one of the first's mobility team meetings and the mobility team members were involved in the vision creation. First, we held a brainstorming about the key topics, words and expressions which they find important for the institutional development. Than we have created the vision from this core topics and the vision was also collectively agreed on.

At the municipality the vision is:

The Municipality of Litoměřice — the workplace with respect to citizens, employees and environment.

The municipality is focused on sustainable mobility, it is accessible to people with reduced mobility and orientation; it creates background for its employees, to use sustainable modes of transportation (walk, biking, public transportation, electromobility) for the purposes of commuting and business trips.

At the hospital, the vision is:

Hospital Litoměřice — the workplace to which commuting is healthy

The hospital supports healthy means of mobility (walking, cycling, public transportation) and creates supportive conditions for commuting of its employees.

**Municipalities of Baden & Mödling, AUSTRIA**

Baden and Mödling try to work towards one common vision. Especially the cities and areas near the capital Vienna are getting more and more important due to phenomena like suburbanization and increasing numbers of commuters. Both cities aim to link other cities, or the capital with municipalities of their urban hinterland. Moreover, they want to achieve an increasing quality of life and reduce the use of resources by incorporating various stakeholders.

The main topics and challenges of the visions of the cities concern:

- innovative use of energy and resources
- the use of renewable energies in the field of mobility, technologies and residential areas
- to reduce individual motor or car traffic

- to increase the use of cycling, foot traffic and PT by concentrating on the following:

> Promoting and facilitating cycling and foot traffic; Park & ride facilities, Public transport systems, E-mobility and Smart mobility.

Mödling promotes the vision of being “a city of short distances” in order to facilitate life of citizens significantly. Therefore, it promotes e-mobility, car-sharing systems, cycling networks, car/ bike sharing and foot traffic. Baden has already achieved this goal but aims to go deeper and improve this status.

**Municipality of Bruck/ Mur, AUSTRIA**

Bruck is part of the project Smart Cities. It is one of the main traffic hubs in Austria. The city wants to develop a sustainable vision for a greener future. In addition, the goal includes various fields of action such as mobility, construction, energy, supply and disposal.

**Municipality of Leoben, AUSTRIA**

The developed strategy of the WMP could for sure be used for other municipalities as well.

Leoben will be a role model for sustainable mobility especially for e-mobility for other municipalities and that will be an important impact in the region. Stakeholders of other municipalities around can undertake implemented measures and could benefit from each other. The municipality of Leoben has been a Climate Alliance partner since 1993 and has participated in the Mobility Week initiated by Climate Alliance Austria for many years. This week and on the "car-free day" actions are carried out in Leoben to raise awareness within the population for sustainable mobility.

**Municipality of Békéscsaba, HUNGARY**

The vision development was based on a breakdown from the urban development plans, and conversations during WMP process. The following vision was set up:

- Environmentally conscious thinking among colleagues and spread of sustainable modes of transport, especially cycling.
- Reducing share of individual car traffic, thus reducing the parking demand on the Town Hall.
- Introducing sustainable solutions for workplace commuting and business trips.
- Through its engagement, the Town Hall became an example for the decision makers, local employers and all citizens.

As every planning process, a clear vision is necessary for workplace mobility plans.

**BME, HUNGARY**

In the Vision, BME KJK tried to define general goals related to its specific position as an educational and research centre of all kind of mobility. There are three main goals in the BME KJK Workplace Mobility Plan:

- The leadership of the Faculty should proactively handle the commuting of employees and consider it as a task, to support the healthy and environmentally conscious way of life of colleagues.
- The Faculty intends to show good example in its own field of study not only for other institutions, but also for its students. The authenticity of exemplification can be measured by the employees' practice.

- The Faculty is committed to sustainable, environmentally conscious modes of transport, and as a Budapest institution, special attention should be paid to the environmental impact caused by itself and, where possible, to reduce it.

**BKK, HUNGARY**

The vision of BKK is to provide an example of shaping urban mobility's future, with its know-how and its employees committed to sustainable modes of transport. BKK has the following goals for its own employees' commuting.

- Maintain the excellent share of people using public transport

> BKK is an excellent example of the fact that if there is a financial incentive of free public transport for employees, very little will use individual cars for commuting.

- Provide information on available options

> Information and experience should not be a shortage when choosing amongst (sustainable) modes of transport.

- Motivation internally, exemplary externally

The institute which is responsible for the organization of urban mobility knows the unsustainability of the urban transport system, which is based on individual traffic. BKK wants to show how it imagines the future of urban mobility through its own example and provides an inner retention and continuous motivation for employees who continuously use, test and experience the effects of developmental interventions on their own organized system. The vision of the BKK is in accordance with the City's Sustainable Urban Mobility Plan.

**Municipality of Banská Bystrica, SLOVAKIA**

The vision was not developed for the workplace mobility plan. The vision and process of its development is not an essential part of internal plans of administrative institutions as the city office with its subordinate structure. Instead, the goal was set to achieve: to decrease the rate of cars used for commuting. This goal was accepted both by the City Office management as well as its employees involved.

**City hall of Modena, ITALY**

One of the objectives of the Municipality strategy and action plan concerning urban mobility is the increase citizen's awareness on the environmental impact of mobility habits and to promote the change towards more sustainable modes, by encouraging forms of sustainable mobility, through the adoption of specific strategic Mobility Plans (as already mentioned, the SUMP and the Cycling Mobility Plan). In order to achieve substantial results, a specific attention should be directed to home-work trips. Only by doing so the Administration's effort can contribute to the reduction of CO2 and all the other negative effects linked to a mobility mainly oriented to the use of the private vehicle.

Particularly, the Municipality expects that through the raise of awareness among public employees about the impact of their mobility behaviour for work trips and the adoption of WMPs in the municipalities, more and more public employees, belonging to Modena Municipality and to other partner towns - and workers in general – will be motivated to change their mobility habits shifting to more sustainable means of transport. To obtain an impact on people's daily routine is very challenging and both the Administration and the Mobility Team believe that only a synergy of actions can reach this goal: planning is fundamental in order

to coordinate and to sum the effects of good communication, good promotion and effective infrastructural measures.

**Administration of the City of Leipzig, GERMANY**

The City of Leipzig's administration has set itself the goal of making mobility more efficient, healthier and, ultimately, more cost-effective for all employees in exemplary fashion to achieve its climate protection goals. This process implies, on the one hand, technical and organizational changes (for example, the purchase of electric vehicles for the urban fleet or adjustments to the procurement directive under a new service vehicle regime). On the other hand, the mobility behaviour of employees must also change. The following goals are also formulated for the concept Sustainable Mobility:

- Shaping growth through integrated transport planning and smart mobility, high-quality participation and communication
- Promoting the urban and environmentally friendly organization of transport: Increasing the attractiveness and strengthening of the environmental network
- Minimizing the negative effects of transport on people and the environment
- Strengthen Leipzig as a business location

> Improving the quality of public space in the highways: shaping multifunctional public space and ensuring equal mobility opportunities

## 3.3. Establishing the mobility team and Stakeholder involvement

For the development of the mobility plan and the successful implementation of mobility measures commitment of all people involved is needed and responsibilities have to be created. When the intention of mobility plan creation is supported and authorized, it is necessary to assemble mobility team (sometimes known as working group) which will be responsible for the mobility planning process. The members of this group should be the mobility manager or other internal or external mobility experts, transport engineers, building manager, deputy of the institutional management, HR/PR (responsible for communication within the institution and with public) and workers of the relevant departments or teams (e.g. development, investment, transportation etc.). An enthusiast such as influencers among employees can also be a huge asset to the group.

**Municipality of Ljutomer, SLOVENIA**

The stakeholder group has been set up and established by the municipality from the beginning of the process of preparing a mobility plan. At most meetings, the working group was comprised of stakeholders who came from the municipality, e.g. internal stakeholders representing various municipal sectors. External stakeholders attended meetings at major stages, such as the phase of the selection of measures and the analysis of the situation in which they expressed their views. Since there are no civil initiatives and serious partner in dialogue in the field of sustainable mobility in the Municipality of Ljutomer, it is difficult to include relevant stakeholders. Other external stakeholders are national organizations where communication is difficult or impossible at all. Regional bodies are not established yet to be a discussion partner in the future.

Stakeholder engagement is an important horizontal activity. It is important that from the beginning to the end of the planning process we involve stakeholders of all kinds and we deal with their specific requirements. Mobility plan thus acquires on legitimacy and quality at the same time. The participation enables us to develop as well as cost-effective plans.

**Municipality & Hospital of Litoměřice, CZECH REPUBLIC**

The mobility team (working group) was established at the beginning of the whole process in November 2016. The members of the mobility team are mostly internal stakeholders. There were six meetings during the period of the mobility plan creation. The members of the working group were mostly internal stakeholders – representatives of relevant offices and departments as well as the head secretary on the City hall and director and member of the board at the hospital. The employees were also involved in the planning process. 76 % of employees at the City hall and 41 % of employees of the hospital filled in the Staff travel survey and expressed their needs for better conditions for more sustainable use of transportation.

**Municipality of Baden, AUSTRIA**

The mobility team of Baden was composed with the head of the energy and climate department Mr Gerfried Koch. He is very experienced in realizing mobility projects within the city. For that reason, Mr Koch knows relevant funding authorities for mobility issues in Lower Austria like klimaaktiv and is well connected in the area of sustainable mobility, e.g. with Energy Agency, Regional Cycling NGO, etc. For the phase of the selection of measures more stakeholders should have been involved but time availability became a problem because of Christmas time. However, relevant representatives like the head of staff committee Mr Gumilar and the head of the municipal planning and building control office Mr Madreiter

discussed the suggested measures within a workshop with Mr Koch and CAA. Mr Koch didn't want to involve the public transport provider in Lower Austria (VOR) because of previous experiences. CAA's request at VOR concerning more attractive offers for commuters was rejected with the argument that in Lower Austria there is much less funding for PT than e.g. in Vienna.

**Municipality of Mödling, AUSTRIA**

The mobility team of Mödling was composed with the vice-mayor Mr Gerhard Wannenmacher and the head of the energy department Mr Gerhard Puchegger. The whole mobility team consists of five people who hold relevant positions in the context of mobility planning in Mödling. Mr Gerhard Wannenmacher is Deputy Mayor and Transport Councillor, Mr. Oliver Hoschopf is Head of Department of the Building Department, Ms. DI Marita Widmann is Head of the Department of Urban Development, Ms. Helga Schlechta is Head of Public Relations and Ing. Gerhard Puchegger is Head of the Energy Office. For the selection of mobility measures heads of all departments, as well as important stakeholders of the municipality were involved. Climate Alliance Austria is in very regular contact with Mr Puchegger and Mr Wannenmacher.

**Municipality of Bruck/ Mur, AUSTRIA**

The mobility team was composed with Mr. Mag. Hödl the assistant of the office and at the same time the main contact person. Hödl Markus Assistant to the Amtsdirektion. In addition, the mobility team consists of: German Georg Radbeauftragter, Brander Sandra business enterprise Bruck, Schwimmer Gernot Staff Committee and Nistelberger Peter Construction Office Bruck.

In August 2016, the first meeting was held. In March 2017, the mobility survey was conducted and evaluated. In July 2017, a meeting was held on the evaluations of the mobility survey. The first measures were considered and worked out. In January 2018, a stakeholder meeting or employee training was. Here, the measures are made even more concrete and the action plan is completed.

**Municipality of Leoben, AUSTRIA**

The mobility team of Leoben was composed with the head of the environment department Mr Gernot Kreindl. The mobility team was founded in May 2017. The results of the mobility survey were presented and served as a starting point for further action. For the city of Leoben is DI Dr. Gernot Kreindl the main contact person. In addition, the mobility team consists of: Government Councillor Gerhard Samberger, Head of the Presidential Department of the Municipality of Leoben and Head of the Vehicle Fleet, Alexandra Janze, MA, Department of Organization and Personnel Development, Funded Projects and Mag. (FH) Dagmar Weinhandl, Personnel Development. The second meeting of the Mobility Team dealt with the discussion of possible measures. The mobility behaviour as well as advantages and disadvantages of certain measures were discussed. On a small scale, measures relevant to the action plan were discussed. The costs were estimated and the responsibilities assigned. The third meeting will be organized as a staff training in early 2018.

The internal stakeholders/ mobility team is very important for the project because measures can be well-adapted to different needs at different workplaces, and measures can be implemented faster and easier. The involvement of these stakeholders is very essential for the implementation of the project because of the direct link to the political decision-makers. External stakeholders as regional energy and transport organisations are also involved in the project in a supportive manner. They are not continuously involved in the project.

**Municipality of Békéscsaba, HUNGARY**

During the planning process, a Mobility Team was formed by colleagues from City Hall who represented the executive level, the strategy department and the facility management. They engaged and involved to the planning process. Also, Budapest University of Technology and Economics supported the WMP process with external experts. An external expert can bring new ideas or unquestioned issues, can be provocative and has a fresh look on old problems too. However, internal stakeholders are those with personal experience, can make decisions and foresee the effectiveness of the measures.

**BME, HUNGARY**

Setting up a Mobility Team for the institution, where most of the employees have a degree in transportation is a convenient and inspiring task. Also, we needed an external stakeholder, who helped in issues of facility management. During the formation of mobility team, we paid attention to have one who handles financial possibilities of the Faculty, and one, who handles technical possibilities of the Campus. Finally, the mobility team has also some dedicated cyclist as volunteer members.

**BKK, HUNGARY**

In case of BKK WMP process, we faced the question of how to handle limitations between locations and offices. BKK has several locations, various types of work schedule and close partner institutions. During WMP process, a realization was carried out, that interventions in commuting are best if it is planned for one specific location. After these considerations, the mobility team was set up by HR specialists, mobility experts and an external partner from the business centre's facility management.

**Municipality of Banská Bystrica, SLOVAKIA**

The mobility team for the WMP preparation consisted of internal stakeholders only - the City Office employees, the Ekopolis Foundation representatives and the contractor.

The City Office representatives were heads of relevant departments (project implementation and social/personal affairs) and a few other relevant staff. The City Manager was the member of the team too, but he participated once at important meeting preliminary approving the measures and he appointed his representative for other meetings.

External stakeholders were involved only at the beginning of the process at the meeting presenting the WMP, its importance and structure. They were traffic police, public transportation companies, regional office department of transportation, parking company, street maintenance company, local cycling NGO.

They not only got information about the process but provided us with important comments and in-advance recommendations. Ad-hoc consultations were promised and a few also had been realized by the contractor during the WMP preparation.

We decided not to involve external stakeholders to the team due their low capacity, we knew from previous experience they would not attend meetings. Instead of participating in meetings we opted for ad-hoc consultations if they'll be needed.

The internal stakeholders are definitively important and inevitable as far they in fact, they introduce internal and qualified view into work and outputs of experts. See below for more details.

**City hall of Modena, ITALY**

The Municipality of Modena invited both internal and external stakeholder to participate to the discussion concerning the creation of the WMP in order to bring them into the process and to introduce important suggestions and constructive inputs in the elaboration of the WMP. Some of them were already partly involved in the SUMP elaboration process, so they were already aware of the commitment of the Municipality of Modena concerning sustainable mobility.

Specifically, in the working group there were some internal individual stakeholders from the Municipality of Modena and its districts and an external stakeholder target group. The external stakeholders came from very different fields, e.g. University and research institutes, the Modena Mobility Agency, the Sustainable Development Agency, cooperatives and enterprises representative association, civic society associations.

In general, internal stakeholder were more aware of the project and the mobility strategies of the Municipality, maybe more interested then the external stakeholders in the outcomes, so their comments and contributions were more relevant.

**Administration of the City of Leipzig, GERMANY**

The Mobility Team was initiated as part of the MOVECIT project and is made up of:

- Mr. Torben Heinemann, Head of the Department of Transportation and Civil Engineering Leipzig
- Mr. Stephan Rausch, Head of Suburban Transportation at the Leipzig Traffic and Civil Engineering Office
- Mr Jan Rickmeyer, Cycling Traffic Officer at the Transport and Civil Engineering Office Leipzig (until November 2017)
- Mr. Friedemann Goerl, Pedestrian Traffic Officer at the Leipzig Traffic and Civil Engineering Office (from January 2018)
- Mr. Christian Grötsch, contact, as external consultant on behalf of Aufbauwerk Leipzig

The team meets as needed or in the bimonthly Jour fix for the coordination of the current projects within the mobility plan. The adjustment also takes place depending on the evaluation of the continuous survey of the employees of the VTA (Verkehrs- und Tiefbauamt/ Department of Transportation and Civil Engineering). The main goal is to consolidate mobility management within the structures of the VTA as exemplary for all other administrative units in the city.

## 3.4. Contribution of the stakeholders

For your mobility plan it is essential to have the support and involvement of the relevant stakeholders right from the start. When it comes to making decisions on different element of the mobility plan you have to gain support of the management of your institution and your local politicians, because most measures will require funding. In order to get the relevant people on board you will have to come up with the idea of a sustainable mobility plan and highlight the benefits of the (workplace) mobility plan.

**Municipality of Ljutomer, SLOVENIA**

The shareholders are certainly the most important factor in the preparation of the mobility plan. They are representatives of the institution for which the plan is designed, so they are also able to provide information on the current situation and also list the needs that would make improvements. We must not overlook the positive impact of stakeholder involvement. Finally, this will significantly increase the quality, efficiency, cost-effectiveness, transparency, acceptance and legitimacy of integrated transport planning in the municipality.

In any case, it is important to include such persons in the working group who are committed to the principles of sustainable mobility and already benefit from sustainable mobility. Such persons can play a special role among their employees and serve as role models.

In order to reach a wider area, it is important to include organizations that can ensure the connection of the city centre with the hinterland of the municipality. In the case of the municipality of Ljutomer, only the Taxi Company and the local transport company could be invited. Taxi company can provide carriage on call. The bus company also provides bus transport for school children, which could also be planned /integrated for public transport.

**Municipality & Hospital of Litoměřice, CZECH REPUBLIC**

The stakeholder involvement was very important during the process of mobility plan creation. Working group, which was set up at the municipality was an efficient body throughout the process. The members have attended the meetings which were usually held in a workshop style, where the participants were often asked about the current situations, problems with mobility, barriers etc. We have together discussed the possibilities for the solution and how are the solutions going to be fulfilled. These internal stakeholders have also gathered some data and provided it to us or they also took upon them some tasks to fulfil.

**Municipality of Baden, AUSTRIA**

In a first step Mr Koch gave an overview on the current mobility situation in Baden such as reflecting strengths and weaknesses of the existing infrastructure and the latest measured modal split of the city. In a further step Mr Koch brought in strategical mobility concepts of the city like the urban development concept 2031. Next to the mobility survey, these contributions found the basis for the analysing part of the Workplace Mobility Plan. Concerning the mobility measures the cooperation with Mr Koch and other stakeholders like Mr. Gumilar, head of the staff committee and Mr. Madreiter, head of the municipal planning and building control office, was very helpful to discuss developed measures within a workshop. So, it was possible to generate relevant and well-adapted measures for the different workplace locations and to assess what measures will be possible to realize within the city and its surrounding regions, what mainly depends on external stakeholders like public transport providers, on possibilities of funding and on decision makers. All in all, the contribution of the stakeholders was very important to prepare a well-adapted action

plan with mobility measures that can be argued conclusively against decision makers and to receive an official commitment to make mobility measures realized.

**Municipality of Mödling, AUSTRIA**

In a first step vice-mayor Mr Wannenmacher gave an overview on existing infrastructure for soft mobility at the municipality and within the city. He also pointed out the modal split of Mödling with high share on bicycle traffic. Mr Wannenmacher told about their experience in projects on sustainable mobility and shortly explained an ongoing development process of a regionwide bike net, the "Radl-Grundnetz". Next to the mobility survey, these contributions found the basis for the analysing part of the Workplace Mobility Plan. In general Mr Wannenmacher and Mr Puchegger are main contact persons, who overtake an important role in regular exchange and out on spot like spreading invitations, organizing rooms for MOVECIT-events at the municipality etc. Concerning the mobility measures the cooperation with Mr Wannenmacher, Mr Puchegger and other important stakeholders of the municipality was helpful to discuss the suggested measures. So, it was possible to generate relevant and well-adapted measures for the different workplace locations and to assess what measures will be possible to realize within the city and its surrounding regions. As soon as all stakeholders agreed with the action plan and the included mobility measures, Climate Alliance Austria received the commitment for its implementation by Mr Wannenmacher.

**Municipality of Leoben, AUSTRIA**

In a first step vice-mayor Mr Gernot Kreindl gave an overview on existing infrastructure for soft mobility at the municipality and within the city. He told about their experience in projects on sustainable mobility. Next to the mobility survey, these contributions found the basis for the analysing part of the Workplace Mobility Plan. Concerning the mobility measures the cooperation was helpful to discuss the suggested measures. So, it was possible to generate relevant and well-adapted measures for the different workplace locations and to assess what measures will be possible to realize within the city and its surrounding regions. As soon as all stakeholders agreed with the action plan and the included mobility measures, Climate Alliance Austria received the commitment for its implementation by the mayor.

**Municipality of Bruck an der Mur, AUSTRIA**

In a first meeting Mr. Mag. Hödl gave an overview on existing infrastructure for soft mobility at the municipality and within the city. Mr. Mag. Hödl is the assistant of the office and at the same time the main contact person. Next to the mobility survey, these contributions found the basis for the analysing part of the Workplace Mobility Plan. In July 2017, a meeting was held on the evaluations of the mobility survey. The first measures were considered and worked out. In January 2018, a stakeholder meeting or employee training was planned. Here, the measures were concretized once again and the action plan was finalized. The fundamental problem in creating an action plan is the strong dependence on the willingness of the community to finance measures and the dependence on political decision-making processes, which comes from a certain scope of measures. As soon as all stakeholders agreed with the action plan and the included mobility measures, Climate Alliance Austria received the commitment for its implementation by the mayor.

In the creation of the WMP the stakeholders were not directly involved. It would be helpful to involve stakeholders of the municipalities as they are more familiar with the city and offers of sustainable mobility forms there.

**Municipality of Békéscsaba, HUNGARY**

During the planning process, a Mobility Team was formed by colleagues from City Hall who represented the executive level, the strategy department and the facility management. They engaged and involved to the planning process. Also, Budapest University of Technology and Economics supported the WMP process with external experts. An external expert can bring new ideas or unquestioned issues, can be provocative and has a fresh look on old problems too. However, internal stakeholders are those with personal experience, can make decisions and foresee the effectiveness of the measures.

**BME, HUNGARY**

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**Municipality of Banská Bystrica, SLOVAKIA**

The stakeholders-members of the mobility team mainly assessed and evaluated interim outputs made, they gave their opinion on analysis and suggested measures and they also directly proposed some solutions or even measures. In addition, they open door to needed persons and departments during the WMP preparation.

Thanks to involvement of stakeholders during the WMP preparation process it was pretty easy to obtain the final approval by the City Mayor and the Head Office Manager.

The stakeholders-employees contributed both by suggesting measures and by assessing of preliminary ideas. They were involved by interviews in focus groups, what was rather efficient method.

No significant changes in way of stakeholders' involvement would be necessary. However, it may depend on institution which the WMP is prepared for. In case of Banská Bystrica there are enough managers who are willing to contribute to the WMP preparation. If there would not be such supportive environment, we would need to use top-down approach, requesting participation of important employees as the head Office Manager. Fortunately, it was not necessary in this case.

The FUA dimension was taken in account automatically, as far many employees of the City Office are commuting from the villages in FUA. Therefore, if we wanted to facilitate their commuting we needed to incorporate and solve the FUA issues.

**City hall of Modena, ITALY**

The stakeholder contributions were helpful in the preparatory discussion concerning criticalities and possible measures to adopt to tackle such criticalities; in facts, the main criticalities emerged in the analysis of the Municipality of Modena's employees' mobility situation widely overlap with those of the whole city's mobility system. It is true that the external stakeholders have a partial vision, connected to their specific role, that made their contributions more profitable in the general discussion rather than in the moment the group had to discuss single measures. Nevertheless, some of the external contributions were also important because they brought the attention to specific categories they represent that otherwise couldn't have been enough taken into consideration.

Probably thanks to a more intense collaboration they could have better contribute but it is very difficult to involve them more then as it was done due to the busy agenda of each; also, the multiplication of the meetings that are already demanding could turned into an opposite result: a lack of interest and participation; so, a good balance of the meetings frequency is necessary for the good result of the stakeholders' involvement.

For what concerns the Functional Urban Area, it is clear the complexity of individuating effective measures for those employees coming from outside Modena, being mandatory to include Administrators from neighbouring towns and provincial/regional public transport providers. From this point of view, the WMP stakeholders' involvement process has been useful as a tool to confront such actors and bring important themes to the table. As already mentioned, the Municipality of Modena is currently working together with the public transport providers to individuate the actions to include in the SUMP. More specifically, a complete re-organization of the urban bus lines is in the process, individuating a new scheme with the objective to potentiate and prioritize the main lines of the network. These main lines probably will include many of those used by the Municipality's employees, so the re-organization will potentially have a strong impact on them. Nevertheless, the SUMP process is much wider (and longer) than the WMP process, so the results of this confrontation and discussion could not form part of the final WMP document.

**Administration of the City of Leipzig, GERMANY**

Stakeholder meetings have been an important aspect to coordinate the activities of the project with the representative stakeholder and involve them continuously in the project. The Workplace Mobility Plan has been developed for and in consultation with Department of Transportation and Civil Engineering of City of Leipzig (VTA). Starting one year later than the other partners stakeholder discussions also dealt with other important aspects of the mobility planning process. Also, further stakeholders from the Functional Urban Area were involved and MOVECIT project has been introduced.

The main challenge in the work with the internal stakeholder is the integrate and match the needs of the project as well as the needs of the respective city department. Furthermore, as with every other bigger authority body planning and decision-making processes are rather slow and complex.

## 3.5. Situation analyse – obtaining the data (questionnaires, site audit);

To ensure that the measures you choose to encourage more sustainable transport will work, first you have to establish a clear picture of how people travel at present and what facilities and measures already exist.

Generally, the staff travel assessment is carried out by a survey, representing the baseline data from which workplace travel plan measures are developed. Questionnaires must be easy to fill in and as short as possible, with simple questions to maximise response rate, and hence suitability of measures delivered. It gives a picture of staff travel patterns and collects information on what measures would help make staff change their travel habits.

The site audit should assess the ease by which the area can be accessed by different modes of transportation and the existing facilities for this. It helps in identifying the opportunities to improve links to the site, making better use of existing amenities and identifying barriers for non-car-users.

The site audit assists in developing a clear picture of the realistic alternatives available and provides the foundations of taking travel plan measures forward.

**Municipality of Ljutomer, SLOVENIA**

The situation analysis was carried out in several ways. We obtained the data using the questionnaire, which we sent to all employees in the municipality of Ljutomer. Response was approx. 89%. Considerable analysis was carried out in the preparation of the SUMP, where public transport (bus and train) was analysed inside and outside of the municipality, thus many data were used from SUMP. We also collected data by site check where we documented the cycling infrastructure (inside and outside of the municipality) and the pedestrian infrastructure. We've reviewed certain strategies and documents (related to the topic of sustainable mobility) and checked whether they are being implemented.

**Municipality & Hospital of Litoměřice, CZECH REPUBLIC**

We were cooperating on the actions connected to the mobility planning process such as the needed desk research, organizing and attending the meetings (with staff and stakeholders) as well as finalizing staff travel survey and analysing it. The travel stuff survey was filled in by 76 % of employees at the City hall and 41 % of employees of the hospital and it gathered information about modal split and employees travel behaviour. We have also conducted site audit to reveal some problems connected to the buildings, their characteristics, focusing especially on entrances and paying attention to the close surroundings of the buildings, which are used by pedestrians. We have also visited parking facilities reserved for employees to gather information about current situation.

**Municipality of Baden, AUSTRIA**

After execution of the travel survey in Baden, in a first step structures at different locations of the municipality were analysed, like the settlement structure, mobility infrastructure and accessibility. The results are based on map analysis and site audits. In a further step, the Workplace Mobility Plan gives a short overview about general outcomes of the travel survey.

The main part of the Workplace Mobility Plan is the chapter which analyses different mobility modes in detail. In this chapter local and regional infrastructure was analysed and compared to outcomes of the survey related to specific modes. For example, regional and transregional public transport connectivity, Park&Ride facilities, local and regional bicycle lanes and E-Car-Sharing opportunities were some of the

examined facilities. To receive data related to transport modes in the communities Climate Alliance Austria did research on different websites like the municipalities' websites, the website of the Public Transport Association of Eastern Austria "VOR" or the website of public cycle share "Nextbike". The desk research was supplemented with site audits at relevant hot spots for example at the railway stations and pedestrian zones. To receive information about planned projects within the cities, local stakeholders were asked for relevant concepts like the urban development concept "Stadtentwicklungskonzept 2031" (Baden).

**Municipality of Mödling, AUSTRIA**

After execution of the travel survey in Mödling, in a first step structures at different locations of the municipality were analysed, like the settlement structure, mobility infrastructure and accessibility. The results are based on map analysis and site audits. In a further step, the Workplace Mobility Plans gives a short overview about general outcomes of the travel survey.

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**Municipality of Leoben, AUSTRIA**

The analysis was done by desk research of existing document, researches and surveys and by on-site Following areas were studied (all related to the City Office location): transportation infrastructure within the town and beyond (for road, pedestrian any cycling transportation), network of lines of public transportations, their directions, distribution and quality of bus stops, quality of bus and train station, parking possibilities, accessibility of the City Office by all transportation modes. The surveys gave a good overview about the distances between home and city office. Also, the connection to the FUA Graz had been analysed.

**Municipality of Bruck an der Mur, AUSTRIA**

The situation in Bruck an der Mur was analysed in several ways. We also collected data by site check where we documented the cycling infrastructure (inside of the municipality) and the pedestrian infrastructure. We've reviewed certain strategies and documents (related to the topic of sustainable mobility) and checked whether they are being implemented.

**Municipality of Békéscsaba, HUNGARY**

Analysis of the current situation was based on online survey, which has a response rate of 25%. Internal and external experts took site-visits, observed all locations, and the surrounding area personally. The whole functional urban area was considered as we analysed not just the local bus network, but the interurban bus

connections too. From the inputs of the colleagues' forum and desk research of older documentation and different strategies of the City, we set up the vision, the goals and the measures.

**BME, HUNGARY**

On the one hand, the current mobility situation was done for the buildings of the Faculty, on the other hand, the whole Campus of the University were considered. From the whole staff, which is around 210 people, we get 57 responses for the online travel survey. Site visits were also done, e.g. looking for places, where bikers can change clothes, or have a shower. As it was mentioned before, FUA dimension was considered, not just for cycling connections, but for public transport connections too.

**BKK, HUNGARY**

For BKK, only Rumbach Center was considered during WMP process, because locations varied a lot, and generalization of the problems and solutions could cause ineffective WMP. Rumbach Center will act as a forerunner, all other locations will have their own WMP based on Rumbach Center's experiences. Questionnaire was the main input data sources, however, mobility strategy documents of Budapest also has a main role, since these documents are developed by BKK. A site audit was also done, where we visited the building's facilities, and the surrounding area around Rumbach Center.

**Municipality of Banská Bystrica, SLOVAKIA**

Surveys made for the WMP were pretty comprehensive. We analysed three areas:

The survey of travel behaviour of employees. We used online questionnaire, the common one for the MOVECIT project slightly adjusted for Banská Bystrica and its surroundings. We got returned 137 responses what is 52,5% of all employees.

Then we interviewed 30 employees, organized in three focus groups (3x10 persons). They indicated their interest in the questionnaire. The goal of interviews was to obtain mode detail and specific answers and opinions, going deeper than simply options in the questionnaire.

The analysis on internal mobility situation of the City Office. It was done by desk research of documents and regulations as well as by interviews with relevant managers. Following areas were studied: location of the workplace, internal regulations of working trips, competencies in the area of mobility and travel, current situation and conditions of commuting, parking policy, infrastructure, proneness of the office management to changes towards sustainable mobility.

The analysis of external mobility situation of the City Office. It was done by desk research of existing document, researches and surveys, by on-site audits and by field testing of various modes of transportation. Following areas were studied (all related to the City Office location): transportation infrastructure within the town and beyond (for road, pedestrian any cycling transportation), intensity of traffic (in dependence on time), frequency and range of congestions, network of lines of public transportations, their directions, distribution and quality of bus stops, quality of bus and train station, parking possibilities, accessibility of the City Office by all transportation modes in dependence on time and space. All areas mentioned above were analysed not only within the city limits but within the FUA as far employees of the City Office commute from villages the FUA and beyond.

**City hall of Modena, ITALY**

The current situation analysis was done on the base of desk researches, 2 sites audits in 5 different sites each time and 2 questionnaires: in the first survey of 2017, the 42% of employees of the Municipality of Modena filled in the questionnaire, that means 746 people on the 1761 total employees, in the second survey carried out in 2018 the 43% of employees filled in the questionnaire (691 people on the 1608 total employees).

The study area corresponds to the main 5 locations of the Municipality of Modena where most of employees are employed:

- Comando della Polizia Municipale in via Galileo Galilei (227 employees);
- Direzionale Costa (171 employees);
- Direzionale Santi (370 employees);
- Municipio - Piazza Grande (145 employees);
- STM 1 in Strada San Cataldo (115 employees).

These five sites are all in the urban area of Modena, but employees come from Modena urban area as well as suburbs, that's why the analysis had to take into consideration the corresponding area of the employee's residences that spread throughout the whole FUA; the 15% of the employees comes from less than 2km, the 36% between 2 and 5 km and the 49% of the employees are more than 5km far from the work place.

**Administration of the City of Leipzig, GERMANY**

Survey on the range of mobility options and personal user behaviour in connection with the way to work and home as well as official channels in the travel survey 2017 (144 answers) and in the travel survey 2018 (114 answers). Employees of the traffic and civil engineering department as well as the environmental office of the city of Leipzig were asked regarding Mobility behaviour on service trips from the Technical City Hall, as well as to reach the workplace. In addition to the [quantitative] results of the survey, statements from [qualitative] telephone interviews with 20 participants flowed into the analysis. Desk research and former documents have been used in order to sharpen the analysis.

## 3.6. Commuting patterns, commuting across the municipalities' borders

The results on commuting patterns in the EU reflect a wide range of factors, including: population density, the size of each region, the geographical location of cities or major employers close to regional boundaries, the existence of language barriers, efficient transport infrastructures between regions, the availability of housing, and the availability of work. In MOVECIT project the commuting patterns and commuting across the municipalities'' borders have been investigated. Basically, it was defined on the travel survey. The daily commuters travel from the inner city, within the municipality borders and abroad the municipality borders. It is evident that the commuters coming from the longer distances use rather cars as there is less possibilities for usage of cycling or even public transport. Therefore, the WMP process focuses also on the proposal of the measures that could link the hinterlands with the city centres. This category is not the stage of the methodology, but it gives the good overview on the commuting patterns.

**Municipality of Ljutomer, SLOVENIA**

Employees at the municipality of Ljutomer travel to workplace by various travel modes. The highest percentage of arrivals belong to the car usage, this is 41%. The second largest share belongs to the carpooling (27%) and walking, which is surprisingly high and reaches 21%.

Public transport usage reaches 0% and represents the biggest obstacle to more sustainable arrivals to the workplace. The share of cyclists is very small given that the Ljutomer is the city, which could be reached by bike in a radius of 5-4 kilometres, it is flat and provide quite optimised cycling possibilities.

Ljutomer is the centre of regional significance and is connected in the sense of trade, business and shopping to the centre of national significate which is Murska Sobota. However, when municipal employees commute many more links occur between another centre of regional significance, Gornja Radgona which is 30 km far away from Ljutomer. The analyse shows that during the school hours, connections with many centres have been halved. The public transport provides unsatisfactory connections. The diversification of the network of lines during working days is appropriate, but some lines are poorly frequent. The presence of the railway greatly improves the level of accessibility in the hinterland of the railway stations, but not to Gornja Radgona, the railways works only for freight transport. The envisaged measures to bridge that gap is integration of the public transport with the school bus transport. The employees could use the school buses for commuting. Almost 20% employees travel between 10 and 20 kilometres in each way and this measure can enhance the sustainable commuting. Additional low carb solution how to overcome the challenge of the better connection with the city core and hinterlands is to improve and increase the cycling lines, which can enable commuting across the municipalities' boarders. The distances between other municipalities are quite short (up to 10 km) and reachable. 48% of employees live in a radius of 1 – 10 km. The cycling connections are not in all directions connected, thus should be updated and reconstructed properly to be able to connect them with the other municipalities' lines. The municipality will in next 5 years provides and ensures 6,75 M EUR for new cycling lines.

**Municipality & Hospital of Litoměřice, CZECH REPUBLIC**

We have derived commuting patterns from the staff travel survey, where they listed their home location and mode of transportation. We have learned the usual working hours from the mobility team which lead us to the usual commuting patterns as well as to the possible trails which the employees are using. The employees live in the municipality of Litoměřice as well as in the functional urban area beyond the municipality. Therefore, the FUA dimension was incorporated as well. The specific situation was also mapped so it can be a useful tool for the employers in case they would like to enhance some modes of transportation from certain regions. These maps how extensive are the FUAs for the commuters to the

Litoměřice City hall and Hospital Litoměřice. The incorporation of the FUA was very important during the process because 50,3 % of the Hospital employees and 47,5 % of City hall employees (who filled in their home location in the survey) commute from the surrounding of the municipality of Litoměřice.

**Municipality of Baden, AUSTRIA**

Nearly one third of the asked employees live in Baden and 50% of the employees have less than 5km commuting distance. But still 54 percent of the employees use their private car for their daily travel route. 14% of employees use their bicycle and 11% use public transport for commuting. Walking and carpooling have a share of 9%. The private car is mostly used for middle distances which makes a lack of adequate sustainable mobility modes visible because employees have long walking distances to bus stops at places of residence. The share of Public Transport increases significantly (33%) on longer travel distances like to Vienna, which already has well-developed railway connections to Baden. But also, free E-Bike rental and improvements on showers and cloakrooms were counted as relevant aspects to change mobility behaviour.

**Municipality of Mödling, AUSTRIA**

The analysis indicates that wide parts of the city of Mödling are located within a radius of two kilometres and more than 60 percent of the interviewed employees have a daily travel distance of less than five kilometres. But still 59 percent of the interviewed employees commute by car. Although the municipality has well developed cycle lane network and pedestrian infrastructure, the municipality has a share of 17% pedestrians and only 12 % of the employees commute by bicycle. Free E-Bike rental and improvements on showers and cloakrooms were counted as relevant aspects to change mobility behaviour. Further, there is very little use of public transport and carpooling (together 10%). Concerning Public Transport (PT), especially commuters, who live in areas along the railway track can benefit from consistent PT connections. The share of PT usage increases at travel distances of more than 20km (app. travel distance to Vienna). On the other hand, commuters from regional areas which are not situated along the rail tracks are faced with long waiting times and with long walking distances to the next PT stop from their places of residence. Most travel routes between five and ten kilometres are done by the usage of a private car (93%).

**Municipality of Leoben, AUSTRIA**

The analysis indicates that the local city administration is located in the city centre and has good access to public transport, and the train station can be reached in about 10 minutes on foot. At the station there are Park & Ride facilities to facilitate the transfer from the car or bike to the train. Furthermore, Leoben is the second largest city in the Austrian province of Styria, the centre of the Upper Styrian industrial area and capital of the district of the same name. The city has a long tradition in mining and metallurgy, has one of the most important sites of the Austrian iron and steel industry with a plant of Voestalpine AG in the district of Donawitz and is the seat of the Montanuniversität Leoben. Leoben is located on the main train line between Austria's capital Vienna and Villach in the south. The region is also well connected to the public transport network. The frequency of the trains to / from Leoben is fortunately very high. Due to the low prices for parking, however, it is very tempting to use the car in Leoben despite the good public transport offer.

**Municipality of Bruck an der Mur, AUSTRIA**

27 of the employees who took part in the survey live in Bruck an der Mur, the rest of the employees commute from the neighbouring municipalities Kapfenberg, Oberaich, Trofaich and Leoben. Further an analysis of the questionnaire in connection with the inventory of the situation in the city is given. The different sectors public transport and its walking distances, individual transport, E-mobility, carpool, bicycle and walking are analysed.

The WMP points out, that a radius of two kilometres covers the area of Bruck and parts of the neighbouring municipalities of Oberaich and Kapfenberg. Especially between Kapfenberg and Bruck is a quite good bus line connection every 15 minutes on week days. Bruck has with 19,7 percent a high share of cycling. Also, the share of walking (13,5%) is quite high. Nevertheless, more than 50 percent of the employees use their private cars for their ways to work. The private car is mostly used for middle distances, 78 percent on 5 to 10 kilometres, which makes a lack of adequate sustainable mobility modes visible. The share of Public Transport increases significantly on longer travel distances.

**Municipality of Békéscsaba, HUNGARY**

Most employees are using either public transport or private cars. 40% of employees uses car, this value is more favourable than the urban value, but still very high. Every third colleague commutes by public transport, which is at the same time very good at urban level. The high proportion of pedestrians, 16%, is due to the central location of the Mayor's Office. 13% of cyclists, though good results, are lagging the same value as the whole city, so the bicycle ratio should be improved. There is a significant shift in urban and official values between public transport and cycling, which shows that increasing the proportion of cycling is desirable, but if this is only at the expense of public transport, only two sustainable mode of transport are in the mode shift. Considering distances between the distance 2,1 to 5 km, the share of bikers is over 30%, the next distance category (5,1km – 10 km) only 10%, and over 10 km, there is no share for bikers. At the same time, cycling infrastructure is well developed, not just in the city, but in the functional urban area. The result of the analysis shows, that from distance bicyclists are more affected by the lack of changing rooms and showers.

**BME, HUNGARY**

Most employees are commuting either by public transport or with private car. Pedestrians and cyclists do not make 15%. Since the Faculty does not provide a company car, private car users are commuting on their own costs. At the same time, flexible working hours make it possible to avoid congestion at the city centre and the parking situation is acceptable. Compared to the Budapest modal split data (public transport 45%, private transport 35%, walking 18%, cycling 2%), we can see that the shares of public transport and individual transport are worse than the Budapest average, but the proportion of cyclists is significantly better. With increasing commuting distance, individual traffic has an increasing share, while walking and cycling completely disappear, these are expected results. At the same time, it would be desirable to reduce the use of individual vehicles in commuting shorter than 2 km. Over 10 km commuting distance the share of public transport drastically decreases, and this is the distance of the border between the city and the functional urban area. A real integration between the transit service providers is needed, as today commuters need to have to different public transport passes to commute from the FUA region.

**BKK, HUNGARY**

Modal split shows very high public transport usage compared to whole Budapest, and there are three main reasons for this. The first is that the employer is responsible for organizing public transport, so employees are committed to public transport. The second reason is that every employee has free monthly passes. The third important point is that the downtown location of the office building has very good public transport links from every point of the city and from the functional urban area too. Also, for private car users the location is difficult to access. The 10 percent individual use of a motor vehicle may be since certain driving positions are provided by a company car for which free parking is provided. By examining the mode of transport choice, we get a similar result with the dominance of public transport. Significant deviation is only in short-term journeys, where walking is only possible. The share of individual car traffic is growing steadily with the growth of the travel distance due to the increase in the distance between commuter traffic and the time of individual transport. The integration between the transit service providers for seamless commuting from the FUA region would be necessary. BKK's authority only reaches to the city border, which is a regulation-legislation issue and it affects the operation of the whole system.

**Municipality of Banská Bystrica, SLOVAKIA**

The survey of travel behaviour shows more than a half of responders usually uses car (either one or more passengers in a vehicle), a third uses public transportation and rest walk to the work. Only 1% of responders sometime uses bicycle. However, about a third (!) of responders would be willing to use a bicycle if conditions would improve (safer bicycle conditions). About half of car users would leave a car at home if conditions for other modes would improve, on the other hand second half of them are not deliberating to change the mode at all and insist on using of car.

About a quarter of responders live out of the town (either within the FUA or beyond). They usually use a car for commuting, almost always with more passengers in the car (either family members or other regular/occasional sharers). They show lower willingness to change the transportation mode what is naturally caused by low level of sub regional public transportation and also longer travel time door-to-door. It is a challenge not only for the MOVECIT project but at all to change this behaviour.

**City hall of Modena, ITALY**

Commuting patterns in the Municipality of Modena implies a high rate of multimodality trips as common mix of train, bus and bike that people imply in their workplace mobility trips. Thanks to the free round-trip station-based bike sharing, people can easily arrive to the central train station, from the suburbs, and get a free bike to reach the workplace and then bring it back at the end of the day.

Besides bike sharing, the organisation of bike deposits is also a free service provided by the Municipality, that results in a high rate of bicycle regular users; in addition, the Municipality implemented direct actions to avoid thefts and secured bike station, that increased the number of users.

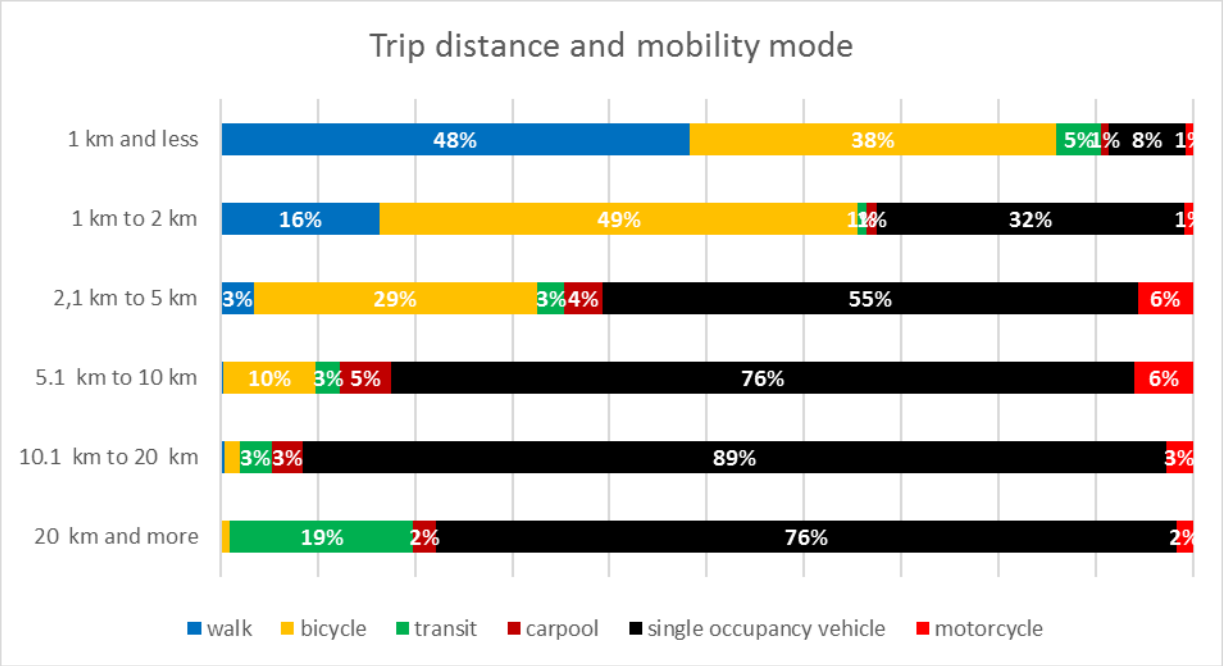
The number of employees of the Municipality of Modena in 2017 was 1761 people and in 2018 is 1608. They are based in five different locations: one of these is the historical seat, in the city centre, in limited traffic zone; the other locations are just outside the city centre, in the western urban area.

The 50% of the employees lives less then 5km far away from its workplace and most of them, especially the group who live less than 2 km far from its workplace, use the bike or reach by foot the workplace. Starting from more than 2,1km the use of the single occupancy vehicle gets more and more frequent and represent the 55% of the trips.

A significant number of people commute to work by car even if their trip is rather short: 8% of the people who live less than 1 km far from the workplace and 32% of the people who live less than 2 km. Thus, it is reasonable to focus the plan, its actions but also its communication, to this specific target.

For people coming from farther locations (6 to 15 km, approximately), single occupancy vehicle gets more and more dominant.

It is useful to add that these commuting patterns, significantly car-oriented, which have been observed for the Municipality's employees, are in line with those observed for Modena's citizens.




Modal split on commuting distances in Modena

**Administration of the City of Leipzig, GERMANY**

It turns out in the consideration that 20% of the employees from the Functional Urban Area, (FUA- here: City of Leipzig, district of Leipzig, district of North Saxony) commute in and out the city. The municipalities within the FUA from where the employees commute are in the district of Leipzig: Frohburg, Naunhof, Grimma, Borna, Regis-Breitingen, Mark Kleeberg and Zwenkau. In the district North Saxony: Delitzsch, Eilenburg Torgau, Oschatz and of course mainly within the City of Leipzig itself. And in addition, outside the FUA in Markranstädt and Naumburg. Mainly used for this is the private car. The main reasons for the usage of cars among commuters from outside the city of Leipzig are: bad connections (many transfer points), high travel costs / unfavourable tariff system and necessary private trips after work (shopping, social obligations). The use of cars is favoured by a relatively good parking space in the vicinity of the Technical City Hall or affordable, fixed parking spaces for a monthly rent of an average of € 40.00. The distance from the parking lot to the workplace is given as an average of approx. 3 minutes. There is also a lack of special incentives for the formation of carpooling. However, the further expansion of the MDV route network, additional public transport services, especially in rural areas, as well as the further expansion of the bicycle infrastructure (cycle paths) are leading to a slight increase in the use of alternative offers for cars Here, the increased use of new public transport offers (new S-Bahn network of the MDV) is to be achieved through appropriate measures.

## 3.7. Action plan development – planning measures;

There is no unique solution to answer all organisational transport needs, as different people respond to different measures and some may not react to any. A combination of measures should be introduced to let people choose in accordance with what suits their day-to-day requirements. The key to a successful workplace travel plan is to identify the transport alternatives that staff are prepared to use, hence encouraging modal shift. The foundation in developing a realistic package of measures is the staff travel survey. This identifies the elements that employees are most supportive of and highlights the areas worth focusing most effort. There should be a balance between the cost and potential benefits of measures against their acceptance by staff. They should be able to integrate the measures into the daily routine.

**Municipality of Ljutomer, SLOVENIA**

The Action Plan is a mixture of soft and infrastructural measures, for which the municipality will allocate about EUR 7.3 million. The measures are divided into five pillars that are thematically related. The action plan was originally developed within the stakeholder working group. Measures have been proposed, some of them have been selected in order to satisfy and contribute to the achievement of objectives. Certain measures overlap, since they are identical with the SUMP, namely, the measures met all the needs of mobility plan and SUMP. The measures were also presented to the employees, who also evaluated and ranked the measures as part of the training. The FUA dimension is also included, in particular through measures such as linking cycling routes, integrating school transport into public transport, and applying for a carpool system.

The carpool is one of the great measures that can decrease single car occupancy usage. Thus, the carpool system will be established to allow employees to match the trips. The action plan provides a significant number of other soft measures that foster the low carbon solutions. For instance: capacity building for employees, promotional and awareness raising campaigns, rewarding the employees, carpool e-system, call on demand system and parking management in a favour for carpool parking slots. On the other hand, infrastructure and equipment investment are also part of changing the employees' behaviour. Purchasing of e-bikes for home-work-home trips, e-car purchase, installation of electrical recharging station at the municipal station and maintenance of the exiting pavements and cycling lines are some of the measures.

**Municipality & Hospital of Litoměřice, CZECH REPUBLIC**

There are many low carbon measures in the action plan, which are taking the FUA in consideration. At the City hall the development of the facilities for cyclists at the municipal buildings will serve especially for those who commute from longer distances. Measures connected to public transportation (bus stop near the municipal buildings, connected departure times etc.) as well as carpooling support (via promotional campaigns and website tool developed within the MOVECIT project) should serve more the commuters from longer distances. New parking policy should incorporate the distance travelled to work as well to ease the commuting to those who travel from more distant areas which are difficult to access by public transportation or cycling. Two of the low-carbon measures incorporated in the action plan are pilot actions supported by the MOVECIT project. One is a purchase of 10 e-bikes and the second is the purchase of 4 charging stations for e-bikes. The e-bikes will be used by the municipal employees especially for making business trips in the municipality of Litoměřice and in its' FUA. The charging stations will be placed at the three workplaces and at the Litoměřice Hospital, which is also developing a workplace mobility plan within the MOVECIT project.

The action plan at the Litoměřice hospital varies as it contains proportionally more soft measures than the action plan at the City hall. E.g. the development of the parking facilities for cyclists and enabling the use of some showers will serve especially for those who commute from longer distances. Measures connected to public transportation (connected departure times of municipal public transportation and regional public transportation, arrival and departure times that reflect the working shifts, intermodality support etc.) as well as carpooling support (via promotional campaigns and website tool developed within the MOVECIT project) should serve more the commuters from longer distances.

These two action plans were derived from the analyses and together with the mobility team they were suggested, discussed or developed. As it was described earlier, the commitment of the City hall was bigger than the commitment of the hospital. This shows also on the will to have additional expenses. The hospital is reluctant to use own funds to support mobility, but the City hall will invest into the infrastructure for cycling quite a lot. The amount of these leveraged funds is unknown because these changes will be done in a future.

**Municipality of Baden, AUSTRIA**

Sixteen mobility measures were developed within a workshop with Baden's stakeholders and employees. Some of the measures overlap. Five of the measures are in the area of walking, eleven measures are related to bicycle traffic and three measures each are planned in the context of Public Transport and Car Traffic. Twelve of sixteen measures are expected to have strategic impact. Five of the measures are improvements on the infrastructure like a cost-free bicycle service station at the railway station, covered cycle stands at the city hall, a cargo bike for official journeys and e-cars for the municipality's fleet. Other eleven measures have informative and awareness raising character e.g. the information folder "Mobility" for employees, providing a car-sharing app for employees, especially from rural areas and a workshop on health aspects of walking and cycling. For the implementation of the action plan € 266.700 are envisaged by the municipality.

**Municipality of Mödling, AUSTRIA**

Twelve mobility measures were developed within a workshop with Mödling's stakeholders and employees. Five measures are planned in the area of walking and nine measures for bicycle traffic. Four measures are planned in the context of Public Transport. During the ongoing WMP development process Mödling had implemented a cost-free bicycle service station at the railway station and has increased the number of bicycle holders in the inner city. Further, the municipality of Mödling is going to provide two E-Bikes for official journeys, more covered bike stands and suitable washing and changing facilities. In the context of walking it is mainly about awareness raising. In sector of Public Transport (PT) an information campaign, offering cost-free time tickets and information folders for all employees are expected to make existing sustainable mobility infrastructure and its advantages visible. For the implementation of the action plan € 41.482 were envisaged by the municipality.

**Municipality of Leoben, AUSTRIA**

There are 3 different locations of the municipality Leoben where employees are working. 6 different measures have been developed. We fixed the responsibility, who takes the cost and the milestones of implementation. Some of the working locations are not directly in the city centre, why the connection to public transport, bike lanes and far walking distances are a challenge. Seven mobility measures were developed within a workshop with Leobens' stakeholders and employees. Three measures are planned in

the area of cycling, the other four measures were planned in the areas of awareness raising and business trips. The measures are half with a low and half with a medium complexity and started to be implanted in spring 2018. For the implementation of the action plan € 37.900 were envisaged by the municipality. The highest investment costs are incurred in the purchase of a hybrid car.

**Municipality of Bruck an der Mur, AUSTRIA**

In this project there are two different locations of the municipality where employees are working. One of the location is not directly in the city centre, why the connection to public transport, bike lanes and far walking distances are a challenge.

For reducing $CO^2$-emissions and to increase the usage of sustainable traffic modes, six mobility measures were developed in cooperation with the mobility team. The WMP also give an overview who pays for the measure and when it will be implemented. The action plan provides awareness-raising measures and improvements for cycling facilities, targeting an increase of walking and cycling on short and middle travel distances. Information and testing events will be organized and the employer will offer attractive PT ticket conditions for employees. For the implementation of the action plan € 7.200 were envisaged by the municipality.

**Municipality of Békéscsaba, HUNGARY**

For further spread of sustainable commuting mode amongst the workers of the City Hall, six measures were proposed in agreement with the Mobility Team. Majority of that is connected to cycling, which is a strategic point for the City of Békéscsaba. Infrastructure development is needed at the end-points: currently there is no chance to take a shower or change clothes. Two of the buildings have one-one capable space for this development, and the intent is to turn it into cloakroom and shower with closable storage. Electro mobility is another point which is planned to be developed: electric car and electric bike charging point will be carried out. A company owned bike park will be purchased to service the workplace-based trips for those, who not commuting by bike. This is also a testing opportunity for workers who are currently hesitating on purchasing an own bike. Two of the measures are planned to decrease private car usage, one with a raising awareness campaign and the other is with developed parking management. Over time handling parking problems would be still necessary. However, based on WMP a parking management plan will be more focused on sustainability.

**BME, HUNGARY**

The measures are elaborated by the members of the Mobility Team. However, suggestions came from several colleagues in several forms. Four other measures will help cycling, for example with bike-sharing passes, a better executed shower development and lobbying for a better and safer cycling network around Campus. A long-term development also planned: shuttle bus services in and around campus with self-driving vehicles. This idea on the one hand requires a lot of innovation and has a lot of barriers. On the other hand, reflects well to a main problem of the campus: the public transport stops are relatively far away from the buildings.

**BKK, HUNGARY**

Since the current state of mode shares is satisfactory, the WMP mainly concentrates more activity by bike. It brings measures such as Simplification of bike-sharing for employees, which is a soft intervention, or as

an infrastructure development a bicycle tool kit will be purchased, and later company owned bike park too. Some measures have a secondary goal beyond commuting sustainably: building a better work community. For example, establishing BKK Zrt. Innovation Lab is such a measure. This is a group of workers who are opened to innovative and sustainable transportation. Those, who are currently using private cars are assumed to be top executives. They are entitled to use company owned cars, therefor a renewal of company owned car park can also help to reduce the company's CO emissions. For both private cars and bikes, e-chargers is planned to be built in the Rumbach Center. As BKK has the best results on sustainable commuting modes amongst MOVECIT members, over any measures BKK proudly stands as a good example for companies in and out of the region. Since other sites of the BKK has same mode shares, but different facilities, more WMP is planned to be developed based on recent experience. All the measures are suggested by the members of the Mobility Team, little additional value and elaboration was done by external experts.

**Municipality of Banská Bystrica, SLOWAKIA**

There are 25 measures adopted in the WMP, 16 of them are soft measures and 9 are hard one. They include various aspects, e.g. promotion of sustainable mobility, improvement of mobility management, rewarding (gamification) of sustainable modes of commuting, facilitation of sustainable commuting (public transportation ticket discount, priority parking for car-pooling, bicycle garage and tools, showers, etc.), improving of relevant public transportation connections, purchasing of bicycles for employees, limitation of parking spaces, adjusting of traffic signs nearby the City Office, etc.). The measures were suggested by various parties, from experts to the City Office managers to employees. All of them were assessed by the contractor and the mobility team, then preliminary accepted by the Head Office Manager and released for commenting by employees and the City Parliament members. The FUA dimension was considered naturally as far about quarter of employees are commuting from beyond the town (mostly within FUA) so their needs, barriers and opportunities were considered and incorporated.

**City hall of Modena, ITALY**

The WMP is based on 4 thematic pillars: Walking, Cycling, Strategic, Promotional.

Some measures were already identified by the Administration, others were developed later on during the team work.

The WMP is composed by both soft measures and infrastructure measures, like the improvement of the Municipality' offices accessibility, the new bike deposits and the diffusion of communication material and campaign actions. Some of the infrastructures were already planned by the Cycling Mobility Plan, other ones have been introduced during the elaboration of the WMP in support of the infrastructures already planned.

The main actions included in the WMP are:

- Mobility management platform elaboration, testing and diffusion
- Promotion of the Wecity app for monitoring sustainable trips among employees
- Analysis and dissemination of the data coming from Wecity app
- New cycling infrastructures (already planned in the Cycling Mobility plan, in the WMP we considered those that can have an impact on the main Municipality's seats accessibility)
- New bike deposits (some only accessible to employees, inside the main Municipality seats – where possible – other outside in nearby location, open to all citizens)

- New bike parking stalls (not protected)
- Automated traffic counting sensors installation (pilot action)
- E-mobility promotion, i.e. new e-car recharge points nearby the Municipality's seats
- "MetroMinuto" (new copies print and diffusion in Municipality's seats)1 and elaboration of "MetroCicloMinuto", i.e. for bicycle users.
- Communication campaign (including meeting with employees, posters, promotional material, news and posts in the Municipality intranet, etc)

Specific low carbon measures for multimodality has not been considered and this choice can be explained by different reasons. Mainly, multimodality is not very suitable for anyone living and working in Modena, as the city is rather small. Multimodality only interest those who come from outside Modena. Among the Municipality's employees, around 30% comes from outside Modena and, out of these, a very small percentage commute by train. For these employees, bike-sharing services and bike deposits are available (the ones you saw in the Central station during the study visit) and it is already one of the core goals of the Administration to potentiate these services. Nevertheless, the actions taken by the Administration in order to achieve these goals (i.e. increase the deposits, increase the bicycle available for bike-sharing etc) are not specific for the employees of the City of Modena, but for all citizens. Thus, such measure where not included in the WMP document. Nevertheless, the actions intended to facilitate employees who come by foot or bike also affect those who walk or cycle for the final part of their multimodal trip, but such actions are not specifically made for multimodality.

Concerning the FUA dimension, it is clear that for those employees commuting from more than 10-15 km, effective actions can be undertaken only considering the public transport system. As previously mentioned, the Municipality of Modena is currently working together with the public transport providers to individuate the actions to include in the SUMP. More specifically, a complete re-organization of the urban bus lines is in the process, individuating a new scheme with the objective to potentiate and prioritize the main lines of the network. These main lines probably will include many of those used by the Municipality's employees, so the re-organization will potentially have a strong impact on them. Nevertheless, the SUMP process is much wider (and longer) than the WMP process, so the results of this confrontation and discussion could not form part of the final WMP document.

**Administration of the City of Leipzig, GERMANY**

As the findings from the travel surveys (2017 and 2018) have been quite satisfactory five measures have been identified in order to support already existing positive tendencies:

- Mobility parcours/ trainings
- Individual advice on individual mobility
- Purchase of four pedelecs and one cargobike incl. charging infrastructure and booking and fleet management system
- Parking lot management
- Flexibilization of so called job tickets (reduction on public transport)

[1] Metrominuto is a sustainable mobility project that aims to promote walking for short-distance urban trips, by the use of a "transit-like" map indicating the walking distance between the most important nodes of the city centre and its surroundings. The intent of the map is to show that, with just a few minutes walking, you can reach many interesting location, while many people often think of car as the first and only travel option.

There are measures which have to be considered as soft (e.g. Mobility parcours/ trainings) as well as measures which are directly or indirectly linked to infrastructure matters (e.g. parking lot management). Commuting within FUA but from out of the City of Leipzig is an issue which is not to be underrated. Therefore, especially measure 2-5 address FUA dimension in order to reduce usage of cars.

## 3.8. Implementation of measures

The key document created in this phase is the action plan. This tool describes in detail following steps of the whole process of implementation. The specific goals, targets, responsibilities, financial sources and measures itself along with the timeline of the process are included. The indicators which help us control the success should be part of the action plan as well.

**Municipality of Ljutomer, SLOVENIA**

The measures have started to be implemented already after the plan has been approved. The measures that have been implemented are pilot measures which are co-financed by the project itself. Other measures are also part of SUMP document and have higher commitment for realization as measures from mobility plan. So, we expect that the measures, at least the infrastructure ones will be implemented in the next five years. The funds for some of them are already reserved in the municipality budget.

The small and soft measures don't expect any higher costs, some of them (such as additional training for employees) can be done without any fund contribution and expect only the willingness of the head manager and the mayor.

**Municipality & Hospital of Litoměřice, CZECH REPUBLIC**

The situation on the City hall differs from the hospital in this matter quite a lot. The Litoměřice City hall is prepared to implement most of the measures according to the action plan (which contains specific implementation dates). Some of the measures, especially the pilot actions, are already implemented. The existence of the position of mobility coordinator (which was developed with help of MOVECIT project) helps a lot in the process of implementation. On the other hand, the Litoměřice hospital was reluctant to establish this post and the implementation of the measures will be probably more problematic. There is a possibility that some measures will need external coordination to be done.

**Municipality of Baden, AUSTRIA**

In the city of Baden seven mobility measures have already been started to be implemented or even were completely implemented in 2017 like the cost-free bicycle service station at the train station, the renovation of the showers at the city hall and covered cycle stands. Other nine developed mobility measures are implemented continuously and are expected to be completed in winter 2018.

**Municipality of Mödling, AUSTRIA**

The city of Mödling already started in 2017 with the implementation of mobility measures. A bike service station on the train station and 68 additional bike parking stations were implemented in 2017. Combined with the start of the bike-season in April 2018 some measures will be implemented such as E-Bikes for official journeys at the town hall, organizing the mobility day and preparing an information folder "Mobility" for employees. So, the mobility measures, which were developed within the Workplace Mobility Plan are implemented continuously and are expected to be completed in winter 2018.

**Municipality of Bruck an der Mur, AUSTRIA**

Some of the measures (such as organisation a street event and building a bike storage) are already under implementation and has dedicated funds It is expected further measures, which are not demanding from the financial aspect, will be implemented sequentially.

**Municipality of Leoben, AUSTRIA**

In Leoben the City Office started to implement some soft measures in spring 2018 - promotion and participation in campaigns e.g. a Mobility Workshop for the employees in May 2018. Another measure which is already implemented is the purchase of a hybrid car. The mobility measures, which were developed within the Workplace Mobility Plan are implemented continuously and are expected to be completed in spring 2019.

**Municipality of Békéscsaba, HUNGARY**

Some of the measures (such as development e-charging points) are already under implementation and has dedicated funds. Although, most of the measures still need external financial sources since the Town Hall's budget is tight. Measures are listed in to two categories: short term development (till the end of 2020), and long-term development (from 2020). Measures, which will be finished after 2020 still has preparatory tasks, such as finding financing source.

**BME, HUNGARY**

The Faculty is in an institution, with partly own budget, but not fully free on decisions. This is especially true, when the buildings or facilities of the Campus is the topic. In these case, implementation needs a lot of lobbying and promotion. However, where the decision is in the hand of the Faculty, preparations are already started.

**BKK, HUNGARY**

Some of the measures are already under implementation, such as setting up the BKK Innovation Lab, which is an informal group of colleagues who will be volunteers of research and development projects. Other measures will be a long-lasting project, such as changing car park from diesel vehicles to more environmental friendly cars. Some of the measures has already fund, e.g. from another project, and some still need financial source.

**Municipality of Banská Bystrica, SLOVAKIA**

The WMP was adopted by the town leaders in November 2017. It turned out it is too late from point of view of incorporation of needed funding into the City budget 2018 (which was already in very advanced phase of preparation in that time). Anyway, the City Office started to implement some soft measures in spring 2018 - promotion and participation in campaigns and reconstructing of showers for cyclists. It is expected further measures, which are not demanding from the financial aspect, will be implemented sequentially.

**City hall of Modena, ITALY**

Concerning the implementation of the measures, a forecast on the implementation date for each measure have been included in the plan. All measures included in the plan are likely to be implemented before the end of the MOVECIT project (June 2019), although for some of them the impact will probably be visible only after that date.

Concerning the resources appointed for each measure, mostly all the measures funds are already defined. Some actions are financed by the MOVECIT project, some with resources within the Municipality. All infrastructure measures are already included in the Administration's economic planning tools and documents, some of them will be co-financed by national or regional programmes for sustainable mobility improvement.

**Administration of the City of Leipzig, GERMANY**

Measures 1 – intermodal mobility parcours/ trainings and Measure 2 – individualised mobility counselling - are already in the implementation phase. Measure 3 - Purchase of four pedelecs and one cargobike incl. charging infrastructure and booking and fleet management system - will start in June. Measure 4 - Parking lot management - and 5 - Flexibilization of so called job tickets (reduction on public transport) - are supposed to be ongoing once they started. Exact date is not foreseeable.

## 3.9. Promotion of the WMP

Maintaining staff involvement and ensuring their continued support are key factors in the success of any Travel Plan. To do this, it will be needed to market and promote the initiatives contained in the WMP throughout its lifetime, as well as any progress, achievements and successes. The category is not one of the stage or step of the methodology, but it is important aspects that shall be considered when implement and develop the WMP.

**Municipality of Ljutomer, SLOVENIA**

The WMP has been promoted firstly on the training for the employees. The measures have been carefully communicated as well as the outcomes of the analyse and the goals that we want to achieve. Additionally, the WMP has been promoted also within the training for additional municipalities. We have presented the steps and the concrete activities implemented within the development of WMP. The WMP has been communicated with the press at the municipal regular press conference. WMP is also well known among the employees since one part of the pilot is composed of personal mobility plans where the employees are directly involved in the plan development.

**Municipality & Hospital of Litoměřice, CZECH REPUBLIC**

We have promoted the workplace mobility plans internally alongside of the staff travel surveys so the general awareness should be good. We have also held one info day that was focused on the results of the survey, promoting carpooling and the WPMs. We will also hold a course about a mobility competition. This competition should motivate the employees to more sustainable commuting. The course however will also be about the WMP in general and the benefits that the employees gained by it.

The external communication was done by seminars, press conferences and press releases. There will be another conference which will gather speakers from different cities about SUMPs and WMPs in October 2018.

**Municipality of Baden, AUSTRIA**

In Baden Climate Alliance Austria is starting to promote the Workplace Mobility Plan in April 2018. On one hand, there was a press meeting with local newspapers on the 24th of April 2018 in Baden. The mayor Mr Szirucsek and the head of the energy department Mr Koch took part on the meeting. The press meeting was for an official handover of the Workplace Mobility Plan by CAA and a presentation of the Action Plan and envisaged funds by Baden's representatives. On the other hand, CAA starts to promote the MOVECIT project and Workplace Mobility Plan in cooperation with Mr Koch via campaigning material and campaign actions at the workplace locations of the municipality. For example, posters and leaflets are expected to be spread in July 2018 and a mobility workshop for employees is going to be held in August 2018. The workshop will focus on health aspects of walking and cycling and will be prepared by CAA and Dr. med. Hutter, who is expert for environmental medicine.

**Municipality of Mödling, AUSTRIA**

In Mödling Climate Alliance Austria started to promote the Workplace Mobility Plan in May 2018. On one hand, there was a press meeting with local newspapers in middle of May 2018 in Mödling. The vice-mayor

Mr Wannenmancher and the head of the energy department Mr Puchegger took part on the meeting. The press meeting was for an official handover of the Workplace Mobility Plan by CAA and a presentation of the Action Plan and envisaged funds by Mödling's representatives. On the other hand, CAA starts to promote the MOVECIT project and Workplace Mobility Plan in cooperation with Mr Wannenmacher and Mr Puchegger via campaigning material and campaign actions at the workplace locations of the municipality. In April CAA participated on Mödling's official opening of bicycle season "Rad Opening" and invited visitors to take part on a MOVECIT mobility quiz. Further posters and leaflets were spread in April 2018 and a mobility workshop for employees will was held in June 2018. The workshop focussed on health aspects of walking and cycling and will be prepared by CAA and Dr. med. Hutter, who is expert for environmental medicine.

**Municipality of Bruck an der Mur, AUSTRIA**

The WMP has been promoted firstly in a larger mobility team. The measures have been carefully communicated as well as the outcomes of the analyses and the goals that we want to achieve.

**Municipality of Leoben, AUSTRIA**

Leoben presented the main results of all the WMP in conferences and in the mobility workshop in May 2018. A Sustainable Mobility Day is planned, where a promotion and a raising awareness campaign will be done. CAA starts to promote the MOVECIT project and Workplace Mobility Plan in cooperation with Gernot Kreindl via campaigning material and campaign actions at the workplace locations of the municipality. For example, posters and leaflets will be spread in April 2018 and a mobility workshop for employees is going to be held in May 2018.

In general Climate Alliance promoted the MOVECIT project and WMPs during thematic seminars, dissemination events and media releases.

**Municipality of Békéscsaba, HUNGARY**

One mid-term promotion was done during WMP process, and one is planned internally amongst the colleagues. An annual out-of-office event (some kind of institutional sport day) would be a good choice for promoting sustainable urban mobility, and the workplace mobility plans.

**BME, HUNGARY**

BME presented the main results of all three WMP in conferences, and thematic seminars, and amongst colleagues. A Sustainable Mobility Day is planned, where a promotion and a raising awareness campaign will be done. In this event, cyclists will be invited by a breakfast, and also there will be a testing opportunity with pedelecs.

**BKK, HUNGARY**

During WMP process, BKK held a cyclists' breakfast event, accordance with the MOVECIT project. BKK's WMP is under the process to reach official commitment by the directorial board. After it, a promotion is planned. Although, BKK also usually represents their research and development plans in conferences and other events, including their own experience with workplace mobility plans.

**Municipality of Banská Bystrica, SLOVAKIA**

Up to now we promoted the finalized WMP at the national cycling conference "Cycling Transportation 2018" in Trnava. The presentation was given to very relevant audience and the discussion was quite intensive. We also published the press release distributed after finalizing of the WMP. The plan is permanently published on our webpage www.planymobility.sk.

Further promotion of the WMP is planned according to the MOVECIT framework and also beyond. We are preparing the training for stakeholders from all around the Slovakia (19. June 2018, Bratislava) and some minor presentations, info days, stands, etc. on other suitable events.

**City hall of Modena, ITALY**

For what concerns internal promotion (i.e. for the Municipality employees), The WMP will be illustrated to the employees through a specific meeting. Further, a post on the intranet will be published, where it will also be possible to download the full document.

The work that has been done for the WMP will also be illustrated to external stakeholders, thanks to the network that have been consolidated during the project and the Municipality network, in order to disseminate the good practices emerged and to increase the awareness on mobility management issues. For what concerns the mobility management platform that will be developed by the end of the MOVECIT project, the Municipality of Modena intends to present it to other local firms and employers, with the intention to spread the know-how gained during the project throughout the territory.

Further, the WMP will be promoted especially during two specific events: the European Mobility Week (16th -22nd September 2018), when many events are planned and a specific promotional campaign called "Bike to Work" will be held in the main Municipality's seats to reach Municipality's employees. In addition, the 18th Italian National Conference on Mobility Management will take place in Modena in October 2018, and a specific session will be dedicated to Mobility Management and what has been done by the Municipality in the framework of the MOVECIT project.

**Administration of the City of Leipzig, GERMANY**

During the development of the WMP it has been promoted on every mobility parcours and also on events such as the networking event "mobil gewinnt", which also included regional companies.

The WMP has just been finished. Therefore, it is planned to promote it within the city administration. Maybe it will also be promoted to the general public e.g. during the EMW but the if and how is still under consultation.

# 4. Benchmarking and evaluation analyse

Monitoring and evaluation activities deliver data about the progress of the planning process and the impact of policy measures and thus are carried out before, during and after implementation of intervention measures. A mobility plan is a dynamic process and develops over time. This process can be measured using a well-defined monitoring plan because the impact of any new measures and policies needs to be checked thoroughly. Monitoring should relate to the achievement of targets if the objectives are to be met. All aim and action targets should be included in the monitoring plan.

## 4.1. Commitment

Concerning the commitment for improvements on environmentally friendly transport modes, there exist different initial situations at the MOVECIT partner institutions. Some of the partners have many years of experience in the context of sustainable mobility and are deeply engaged in implementing projects on sustainable mobility like the municipalities of Litoměřice, Baden and Mödling and also Hungary's BKK. These institutions want to overtake a role as forerunner in the area to inspire others. Also, Modena has been implementing mid- and long-term strategies and action plans on sustainable mobility for many years such as SEAP (Sustainable Energy Action Plan and the ongoing SUMP). In Leipzig a cycling strategy, information campaigns and car sharing activities were implemented in the last years. For others the Workplace Mobility Plan is closely connected to the development of first mobility strategies, e.g. the municipality of Ljutomer, who recently took part on the SUMP programme. In case of the Municipality of Banská Bystrica the Workplace Mobility Plan gave support to bring former developed mobility concepts and relevant strategies of the city down to earth. That reflects very well the different stages of development related to sustainable mobility at MOVECIT partner institutions and municipalities.

## 4.2. Vision

There were different approaches concerning the vision development within Workplace Mobility Plan processes. So, it is not obligatory to develop a vision in the beginning of the process but at least to work out a clear goal is important to provide a direction for further steps. A vision or a goal help to define individual interests and targets of an institution or a municipality within the context of sustainable mobility and by that, different purposes become visible: For instance, for the municipality of Ljutomer and the municipality of Litoměřice it is very important to reach high satisfaction of employees and for that reason to provide well adapted sustainable mobility infrastructure. The city of Leipzig shares that approach but formulates its aims in a more general way like to make mobility more efficient and to improve quality of public space. Other institutions like Békéscsaba or Banská Bystrica focus on reducing the share of individual car traffic, Baden and Mödling pointed out to increase the use of innovative technologies and sustainable resources. But also, to become a good-practise-example (BME) and awareness rising within employees and citizens (Modena) are important aspects. As it could have been expected, the hospital of Litoměřice wants to focus on healthy mobility.

## 4.3. Mobility teams, stakeholders involvement & contribution

### 4.3.1. Internal stakeholders

**Procedure of *Internal Stakeholders* Involvement**

Most of the mobility Teams were built with internal stakeholders like representatives of various municipal or institutional sectors, internal experts and decision makers. Representatives of relevant departments as the head of the energy department, department for staff affairs or representatives of facility management were involved as well as internal experts like mobility or financial experts and decision makers like the city manager or the vice-mayor were involved, too. Not all mobility team members were involved regularly but for instance key persons were important for regular contact, while for example a city manager took part on major stages. In general, were meetings organized in different settings like in bilateral talks, in internal working group meetings or in mixed settings with external experts.

**Relevant *Internal Persons* for the development of WMP**

- include persons who are committed to the principles of sustainable mobility
- include persons who are experienced with projects in the context of sustainable mobility or with mobility projects in general
- include persons, who bring in expertise in specific topics like experts for staff requirements, internal experts for infrastructure, experts on financial issues and experts on facility management
- include persons who already benefit from sustainable mobility and can serve as a role model
- include persons who have decision making power like city mayor, vice-mayor, head office manager

**Contribution of Internal Stakeholders**

Stakeholders Involvement significantly increases the quality, efficiency, cost-effectiveness, transparency, acceptance and legitimacy of integrated transport planning in the municipality and by that contribute essentially to make mobility measures realized.

Internal Stakeholders:

- provide a supportive environment
- provide information on the current mobility situation of municipalities or institutions
- reflect strengths and weaknesses of the current mobility situation
- bring in specific requirements of an institution or municipality and list the needs and improvement opportunities
- overtake an important role out on the spot as they serve an interface between consultor and departments/ employees & open doors to needed persons and departments
- help to prepare discussions and are experienced in dealing with criticism
- bring in their own networks

- help to generate well-adapted mobility measures when they assess and evaluate outputs of the analysis & give input to suggested measures, propose solutions or even measures
- enable to develop a cost-effective mobility plan
- bring in experiences from former projects
- have decision making power
- know about political procedures
- foresee effectiveness of mobility measures
- give legitimacy and quality to the WMP

**Problems and challenges of *Internal Stakeholders* Involvement**

In Baden it became a problem when a meeting at the major stage of the development of the Workplace Mobility Plan was set before Christmas time, which was related with busy schedules of the municipality's representative. At BKK, which has many different workplace locations it was also part of process to define participating locations and relevant stakeholders. In Leipzig the cooperation with a big authority body was accompanied by slow and complex planning and decision-making process. So, important meetings should be well coordinated with relevant stakeholders and be in good balance of frequency. It is also important to define involved departments, which enables to choose relevant stakeholders for further steps. Concerning different size and complexity of partner municipalities and institutions it can be a challenge to match different requirements e.g. related to decision making processes, within the project.

### 4.3.2. External stakeholders

**Procedure of *External Stakeholders* Involvement**

National organizations, regional bodies like the regional office department for transportation, funding authorities, public transport providers, mobility and financial experts like Universities for Technology and Economy, traffic police, parking companies and cycling NGOs can be seen as external stakeholders, which were involved in the WMP development process at MOVECIT locations.

External experts were only at BKK and in Leipzig member of the mobility team. Here it was necessary to bring in specific knowledge about facility management, continuously. At other locations external experts were ad-hoc consulted for specific issues or took part on mobility team meetings or on workshops. In cases of Ljutomer and Banská Bystrica external experts attended the meetings at major stages like in the beginning of the process or in the phase of the selection of mobility measures.

**Relevant *External Persons* or *Organisations* for the development of WMP**

Include organizations in the WMP development process that can ensure connection between the city centre and the hinterland. Involve target groups, who are important partners for implementation and/or who serve multipliers for spreading the idea of the project. External stakeholders also can be persons or organisations who bring in specific expertise or are important for large scale implementation. As external stakeholders can be seen:

- National organizations working on topics of sustainable mobility
- regional bodies like the regional office department for transportation
- national or regional funding authorities

- public transport providers
- mobility and financial experts like Universities for Technology and Economy
- enterprises representative association
- traffic police
- parking companies
- cycle share companies
- civic society associations
- Taxi companies
- (Cycling & Walking) NGOs

**Contribution of *External Stakeholders***

External Stakeholders:

- bring an external view on Mobility Plan, its importance and its structure
- bring in a fresh look on old problems
- bring in ideas to unquestioned issues
- bring in attention on specific categories they represent
- bring in expertise on specific topics
- can be provocative and questioning

**Problems and challenges of *External Stakeholders* Involvement**

In Slovenia the involvement of external stakeholders was difficult because it wasn't possible to get in contact with relevant national organisations and experts on regional level were not available because of lack of experience. In Baden internal stakeholders didn't want to involve the local transport provider because of previous negative experiences. In general, the willingness for constructive cooperation between different stakeholders is a prerequisite for their involvement. Low capacity of time and available expertise or non-available expertise, are relevant aspects for the involvement of external experts, too.

## 4.4. Methods of Analysing

Concerning the situation analyse different methods were used by MOVECIT-partners. Data which were generated by the first mobility survey found an important basis for further steps. Next to the online survey several other methods were applied to work out the analysing part of the WMPs such as Site checks, Review of certain documents, Map analysis, Online & Desk Research, Experts Interviews, Employees Interviews, Observation of workplace locations and Field Testing. Most relevant methods, which were applied by all MOVECIT partners was data use of the mobility survey, review of existing mobility strategies and documents, desk research and site checks. Relevant aspects like public transport connectivity or cycle lanes were examined on local and on regional level to receive an extensive analyse including FUA regions.

### 4.4.1. Online Survey

An online questionnaire (1st survey) was spread within employees at all MOVECIT locations and focused on their current mobility behaviour. Various numbers of responses were counted (compare with table below) at different MOVECIT locations. However, at all MOVECIT locations the outcomes of the mobility survey found the basis for further analysing as it allowed to compare mobility behaviour at different locations with each other and with mobility statistics in general and it allowed to identify relations between mobility infrastructure and mobility behaviour.

| City | Workplace | Country | Staff | Responses | Response Rate | Survey Method: Self-Administered |
|---|---|---|---|---|---|---|
| Baden | Municipality | Austria | 300 | 66 | 22% | google form questionnaire |
| Bruck | Municipality | Austria | 226 | 38 | 17% | google form questionnaire |
| Leoben | Municipality | Austria | 380 | 88 | 23% | google form questionnaire |
| Moedling | Municipality | Austria | 300 | 63 | 21% | google form questionnaire |
| Litomerice | Hospital | Czech Republic | 933 | 385 | 41% | paper questionnaire |
| Litomerice | Municipality | Czech Republic | 218 | 162 | 74% | google form questionnaire |
| Leipzig | Municipality | Germany | 350 | 142 | 41% | google form questionnaire |
| Békéscsaba | Municipality | Hungary | 210 | 57 | 27% | google form questionnaire |
| Budapest | University (BME) | Hungary | 163 | 51 | 31% | google form questionnaire |
| Budapest | Centre of Budapest Transport (BKK) | Hungary | 1200 | 265 | 22% | google form questionnaire |
| Modena | Municipality | Italy | 1608 | 746 | 46% | municipality questionnaire tool |
| Banska Bystrica | Municipality | Slovakia | 261 | 137 | 52% | google form questionnaire |
| Ljutomer | Municipality | Slovenia | 28 | 25 | 89% | google form questionnaire |
| Total | | | 6177 | 2225 | 36% | |

### 4.4.2. Review of certain documents

Certain documents like former mobility strategies, previous surveys and existing regulations related to the topic of sustainable mobility and commuting were analysed. Some relevant documents like SUMP analysis (Ljutomer), Urban development concept (Baden), Regional cycle track concept ("Radl-Grundnetz", Mödling), Mobility Strategy documents of Budapest (BKK) or internal regulations for working trips (Banská Bystrica) were reviewed to provide relevant data about current mobility situations at municipalities and institutions.

### 4.4.3. Site checks

Site checks were done for analysing infrastructure of sustainable mobility at workplace locations and its surrounding areas and for analysing infrastructure within the city and commuting regions. Relevant topics in case of site checks were cycling infrastructure like cycle lanes, cycle share facilities, pedestrian zones with guiding systems, mobility hotspots like train-stations, building facilities and opportunities for improvements, to check parking possibilities, for traffic observation and to check quality of infrastructure like bus stops. At some MOVECIT locations site checks were done by the project partners but, for example, in Békéscsaba internal and external stakeholders took part on the site checks.

### 4.4.4. Map analysis

For analysing accessibility of workplace locations and of mobility infrastructure map analysis helps to get an overview as maps provide information about PT stations, walking distances, one-way streets, pedestrian zones, settlement structure and about locations of workplaces.

### 4.4.5. Online/desk research

Online and desk research was relevant to receive information about public transport networks and connections, about Park&Ride facilities, Bike- and Car-Sharing facilities, parking zones and to check existing documents related to sustainable mobility.

### 4.4.6. Interviews with internal experts

Interviews with relevant experts bring an overview of the current mobility situation and existing infrastructure. Further, relevant experts provide older mobility strategies or mobility surveys and give information about locations of workplaces, about internal regulations of working trips, and competencies in the area of mobility and travel. Further they give information about current situations and conditions of commuting, parking policy, infrastructure and concerning the proneness of the office management to changes toward sustainable mobility.

### 4.4.7. Telephone interviews

In addition to the quantitative results of the survey, statements from qualitative telephone interviews with 20 participants flowed into the analysis of Aufbauwerk Leipzig.

### 4.4.8. Employees Interviews (focus groups)

Additional to the online survey Ekopolis Foundation in Banská Bystrica interviewed 30 employees in three focus groups (3x10) to go deeper in the topic of traffic behaviour of employees than the online questionnaire did and to receive mode detail and specific answers and opinions.

### 4.4.9. Observation

Observations were done for analysing situations at workplace locations such as at the municipality of Békéscsaba or for analysing traffic situations in general as Ekopolis Foundation did it in Banská Bystrica. Here observations were related e.g. to traffic intensity (in dependence of time) and frequency and range of congestions.

### 4.4.10. Field testing of various transport modes

Field testing of various transport modes was another method of Ekopolis Foundation for analysing the mobility situation in Banská Bystrica. By field testing networks of public transport just as distribution and quality of bus stops and bus and train stations were studied.

### 4.4.11. Procedures of Analysing

Concerning the procedure of analysing during WMP development process Ekopolis Foundation summarizes very well relevant three steps as follows:

- Analysis of travel behaviour of employees:

> Methods: e.g. online survey, in addition to that Ekopolis Foundation made deeper going interviews with 30 employees – in 3 focus groups with 10 persons each

> Topics: travel behaviour of employees, mode detail and specific answers and opinions

- Analysis of the internal mobility situation

> Methods: e.g. desk research of documents and regulations and interviews with internal experts

> Topics: e.g. Location of workplaces, internal regulations of working trips, competencies in the area of mobility and travel, current situation and conditions of commuting, parking policy, infrastructure, proneness of the office management to changes toward sustainable mobility

- Analysis of the external mobility situation

> Methods: e.g. desk research, site checks, field testing

> Topics: e.g. transportation infrastructure within the town and beyond (for road, pedestrian any cycling transportation), intensity of traffic (in dependence on time), frequency and range of congestions, network of lines of public transportations, their directions, distribution and quality of bus stops, quality of bus and train station, parking possibilities, accessibility of the City Office by all transportation modes in dependence on time and space.

- Data comparison

> As Climate Alliance Austria points out, the comparison of mobility survey data and outcomes of analysing is important to identify gaps and to generate adequate mobility measures in a final step.

## 4.5. Commuting patterns

Concerning commuting patterns, it became visible, that in average 50% of the employees have quiet short travel distances up to 10 km. However, the mobility behaviour doesn't mainly depend on commuting distances but on provided or non-provided infrastructure, too. Especially in FUAs with low developed public transport network (like in Ljutomer) connected with unattractive tariff systems (Leipzig) or missing cycle infrastructure (Banská Bystrica) are very relevant aspects in this context. Also, the employees' individual commitment is important as the example of BKK makes visible.

### 4.5.1. Commuting patterns & mobility behaviour

**Public Transport (PT)**

An exception within the high share of motorized car usage is BKK – here only 10 % of the employees commute by car. Reasons for that is high commitment of the employees in respect of their company (PT provider), free monthly passes and very good PT connections at the company's location.

In general, it became visible that PT is used where it is well developed, see BME and BKK. In Hungary, the share of PT usage is high at central locations and decreases at the city boarders which overlap with functional urban area. In the opposite, in Baden and Mödling the share of public transport increases at longer travel distances like to Vienna, which provides a well-developed PT-Network and good connections to Baden and Mödling.

The municipality of Ljutomer gives an opposite example of BKK because public transport isn't used at all (0%). Ljutomer wants to overcome this problem of missing PT infrastructure by integration in the school bus-system along one of the most relevant travel routes to provide regular public transport connections to the hinterland.

**Carpooling**

The example of Ljutomer shows that carpooling is related to supply of public transport services on longer travel distances. While for instance in Baden the share of public transport increases on longer distances where it provides well developed public transport, in Ljutomer employees do not use public transport at all (0%). Here the supply of bus services has been falling constantly within the last years. At the same time the municipality has the highest share of walking on short travel distances and the highest share of carpooling at longer travel distances compared to other MOVECIT locations. In this case carpooling obviously serves "gap filler" for missing public transport services.

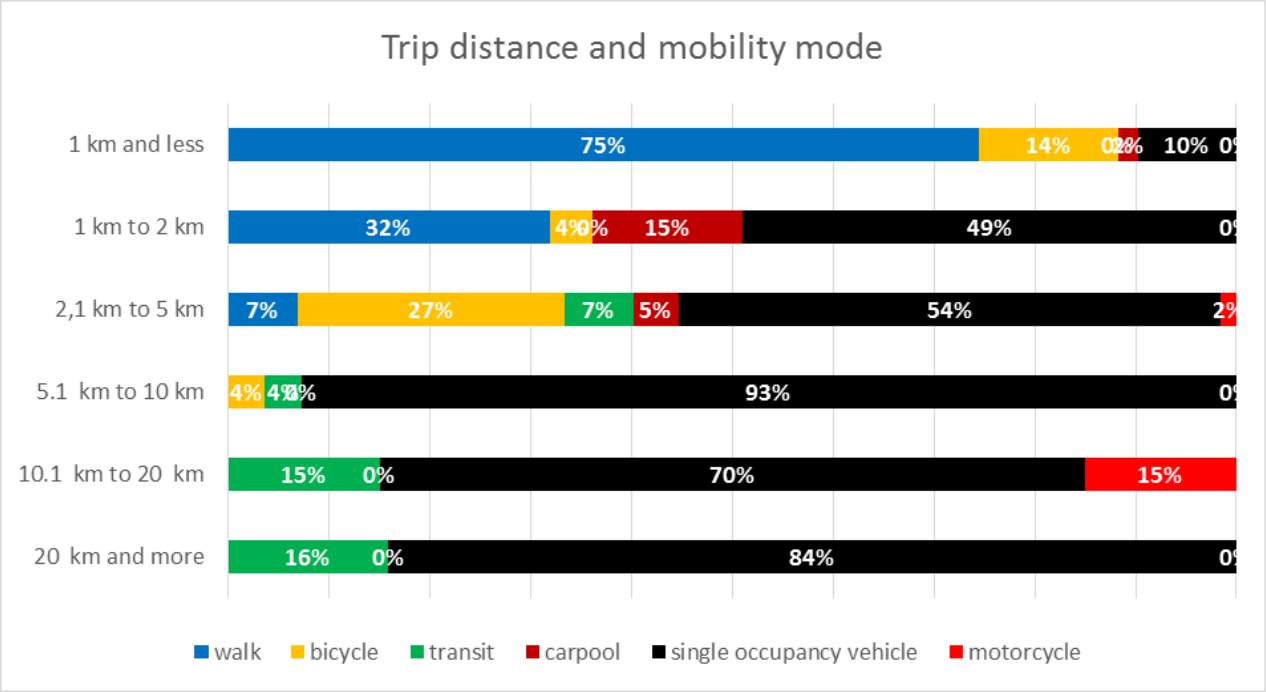
**Cycling**

In the modal split cycle traffic in average has a share of 12%. But in Banska Bystrica only 1% of the employees commute by bicycle which is argued with very little safety conditions for cyclists and lack of infrastructure. However, 33% of the employees would like to commute by bicycle in case of safer conditions. At other locations like in Békéscsaba (13%), Mödling (12%) or Baden (14%) where bicycle infrastructure was already implemented, employees would change their mobility behaviour and use their bicycle under current conditions instead of the private car. But related to that, improvements on showers, changing facilities and cost-free E-Bike rental were counted as encouraging aspects.

**Walking**

Walking has a quiet high share in Ljutomer (21%), in Mödling (17%) and in Modena until walking distances of one kilometre. At walking distances of more than one kilometre the use of motorized car increases significantly (see the graph below).

In general walking decreases significantly at distances of more than 2 kilometres and disappears at distances of more than 5 kilometres. Cycling decreases at distances of 2 to 10 km and disappears at distances of more than 10km which mostly affects functional urban areas.




Modal split on commuting distances in Mödling

## 4.6. Action plan development & mobility measures

### 4.6.1. Number of developed Measures

The number of developed mobility measures varies a lot between different MOVECIT partners. Most measures were developed in Ljutomer and Banská Bystrica. In Ljutomer 34 measures were developed, which partly overlap with measures of the former developed SUMP. In Banská Bystrica the action plan consists of 25 mobility measures. Less mobility measures were developed in Baden (16) and Mödling (12). Bruck an der Mur, Leoben, Békéscsaba, BME and BKK and Leipzig are going to implement between 9 and 5 mobility measures.

### 4.6.2. Kind of Measures

At all MOVECIT partner locations the developed action plans became a mixture of soft and infrastructural mobility measures related to different sustainable mobility modes, as following examples show:

<u>Sustainable Mobility in general</u>

- Capacity Building for employees
- Promotional and awareness raising campaigns
- Rewarding employees for use of sustainable modes of commuting (gamification)

- Information Folder on “Sustainable Mobility” and on existing infrastructure for employees
- Sustainable Transport Innovation Labs, who regularly implement new projects on the topic and involve their colleagues
- Mobility management platform
- Promotion of the Wecity App for monitoring sustainable trips among employees
- Automatic traffic counting sensors installation
- Communication campaign
- Mobility Parcour
- Individual advice on individual mobility

**Car Mobility**

- Call on demand System
- Applying Carpool systems to allow employees to match their trips
- Parking Management in a favour of carpool slots
- E-Car-Purchase
- Installation of electrical recharging station at the municipality
- E-Cars for the municipality’s fleet
- Limitation of parking spaces
- Adjusting of traffic signs nearby the City Office
- E-Mobility Promotion
- Parking lot management

-

**Public Transport**

- Integrating school transport into public transport
- Cost-free time tickets for Public Transport
- Shuttle service with self-driving vehicles between different workplace locations (e.g. at the university campus) to overcome far walking distances to Bus stops of the Public Bus Service
- Public Transport Ticket Discount
- Improvements of relevant public transport connections
- “Metro Minuto” & “MetroCicloMinuto”
- Implementation of a new bus stop near the working place
- Connected times of PT providers which reflect working shifts

**Cycling**

- Workshops on Health Aspects of Walking and Cycling
- E-Bikes at the city hall for official journeys

- Cargo-bikes for official journeys
- Improvements on showers, cloakrooms and store facilities
- Linking cycling routes
- Purchasing E-Bikes for using them for home-work-home trips
- E-Bike charging stations
- Maintenance of the existing cycling lines
- Cost-free Bicycle-Self-service station at the railway station
- Covered bicycle stands at the city hall
- Increasing the number of bicycle holders in the city
- Purchase of a company owned bike-park as testing opportunity for employees who currently do not commute by bike
- Bike-Sharing-Passes
- Lobbying for safer cycling network around the workplace location
- Simplification of bike-sharing-systems for employees
- Purchasing a bicycle tool kit at the workplace

**Walking**

- Workshops on Health Aspects of Walking and Cycling
- Maintenance of the existing pavements
- Awareness rising campaign “Walking Award”

### 4.6.3. Investigations

Financial investigations vary at different MOVECIT locations such as the number of measures does. The Municipality of Ljutomer, which is going to implement measures that are overlapping with the SUMP is going to allocate EUR 7.3 million. The municipality of Baden, which is next to implementing other measures on sustainable mobility, purchasing E-Cars for municipality’s fleet, has envisaged EUR 266.700. Mödling and Leoben are going to invest around EUR 40.000. Compared to that, BME, BKK and Bruck an der Mur invest between EUR 3.000 and EUR 7.000 for implementing mobility measures. In Leipzig the implementation of measures is going to be financed by MOVECIT budget. The available sum for Leipzig is EUR 47.000.

## 4.7. Implementation of measures

Most of the MOVECIT partners already started to implement the mobility measures of their action plan. As they often do not expect higher costs, can be done without any fund contribution and only expect willingness of the head manager and the mayor, most of them started with soft and less complex measures. At the city hall of Litoměřice even the pilot action was already implemented.

### 4.7.1. Financial aspects

In general, financial aspects can have retarding effect on implementation. For instance, in Ljutomer mobility measures which are also part of the SUMP have higher commitment for realization as measures from mobility plan. So that funds for further measures need to be reserved in the municipality budget that's why some of the WMP's measures are expected to be implemented during the next five years and not immediately.

Ekopolis foundation was faced with a similar situation when it turned out, that the city budget for 2018 was already prepared at the time when the Action Plan was developed (November 2017). For that reason, municipality of Banská Bystrica started with implementation of soft measures which do not demand on financial aspect.

At the faculty of BME it became a challenge that the institution is not fully free in budget decisions and for that reason implementation of mobility measures is linked with a lot of lobbying and promotion for them.

Also, in the municipality of Békéscsaba the implementation of measures strongly depends on finding financing sources what results in long-development measures which will be finished after 2020.

Concerning partner institutions in Czech Republic, the commitment of the City hall Litoměřice was bigger than the commitment of the hospital. This shows also on the will to have additional expenses. The hospital is reluctant to use own funds to support mobility, but the City hall will invest into the infrastructure for cycling quite a lot. The amount of these leveraged funds is unknown because these changes will be done in a future.

In Austria's municipalities and in Modena projects which expect higher costs will be co-financed by national or regional programs for sustainable mobility.

### 4.7.2. External coordination

The Litoměřice hospital was reluctant to establish this post and the implementation of the measures will be probably more problematic. There is a possibility that some measures will need external coordination to be done.

### 4.7.3. Impact of measures

The city of Modena points out a fact, what can apply to all MOVECIT-partners that implementations of WMP measures are likely to be implemented before the end of the MOVECIT project BUT impacts will probably become visible after that date.

## 4.8. Promotion of the workplace mobility plans

The Workplace Mobility Plans are being promoted in different ways including media releases, platforms, campaign actions and at different events:

### 4.8.1. Promotion to external target groups

At Ljutomer, Baden, Mödling, Banská Bystrica and Litoměřice made press meetings and press releases for instance in relation to the official handover of the Workplace Mobility Plan. Further MOVECIT-partners published relevant events on their website and on social media. Ekopolis Foundation and the City of Modena participated on Conferences such as "Cycling Transportation 2018" in Trnava and "18th Italian National Conference on Mobility Management" in October 2018. Project Partner from Czech Republic will participate on conference which will gather speakers from different cities about SUMPs and WMPs in October 2018. PP4 (Hungary) is promoting the Workplace Mobility plans on conferences, too. Dissemination events and thematic seminars were also relevant in this context such as the mobility parcours "mobil gewinnt" in Leipzig or the "Rad-Vernetzungstreffen" in Upper Austria. The city of Modena is using a platform to present the project to local firms and employers.

### 4.8.2. Promotion to internal target groups

For the promotion of the Workplace Mobility Plans within employees and at the different MOVECIT-municipalities and institutions MOVECIT-partners used different methods. Municipality of Ljutomer and the city of Modena point out their trainings for employees which were used for promoting the Workplace Mobility Plan. In Litoměřice was held one info day focussing on the results of the survey, promoting carpooling and the WPMs. A course about a mobility competition is going to be held soon. Next to employees' trainings Climate Alliance Austria produced campaign material such as posters, leaflets and booklets, a mobility quiz and held workshops on health aspects of walking and cycling. University of Budapest promoted the WMP at the annual out-of-office-day (sports day) in the municipality of Békéscsaba and implemented a "cyclists breakfast" at BME and BKK. Initiatives like "Bike to Work" and "European Mobility Week" offer further opportunities for promoting activities as mentioned by the City of Modena and Aufbauwerk.

However, the promotion of the WMPs at different locations, especially to internal target groups, currently is on different levels for instance because of delays in the development process of WMP like in Leipzig or because of missing official commitment for the WMP measures at BKK in Budapest.

# 5. Recommendations for follow up activities

- Municipality of Ljutomer, SLOVENIA

The municipality administration has high expectation for WMP implementation. Especially for some measures which are overlapping with the measures from SUMP. The MOVECIT pilot measures are ongoing, the infrastructure ones are in the preparation phase as the technical documentation is needed. The emphasize should go also the employee which act as mobility manager at the municipality and takes care for all measure implementation. Without his enthusiasm the municipality won't include the measures into the municipal annual budget.

At the moment the revision is not necessary. In a few months or after one year the situation will be analysed, especially in term if the goals are achieved and the action plan should be updated.

- Municipality & Hospital of Litoměřice, CZECH REPUBLIC

The intention of measures implementation is described in the action plan of the WMPs. Some measures can be implemented right away or in very short period of time. Others need more time to be implemented or depend on financial sources. Most measures should be however implemented this year and in 2019. The exceptions are measures that will be implemented repeatedly, usually yearly (such as campaigns, monitoring etc.). We expect to revise the WPMs in a 5 years period. However, this can vary according to the intentions of the institutions. The action plan can be changed yearly – so it can be in line with the institutional budget.

- Municipality of Baden, AUSTRIA

In Baden the implementation of the Workplace Mobility Plan started in 2017 and is still ongoing. The implementation of the WMP is expected to be finalized, as committed, in winter 2018. As Mr Koch already is very well connected and experienced in the area of sustainable mobility for him the implementation of several of the mobility measures we expect him to manage the implementation. For example, Mr Koch as private person implemented Baden's first E-Car-Sharing-System "Bea" in cooperation with the local EZA-Shop. For that reason, Mr Koch is experienced with that kind of project, knows funding authorities and will manage to provide E-cars for the municipality's fleet. Concerning mobility measures in a new field Mr Koch and Climate Alliance Austria are cooperating in a way that Climate Alliance Austria is providing very detailed information and connects Mr Koch with external experts.

- Municipality of Mödling, AUSTRIA

In Mödling the implementation of the Workplace Mobility Plan started in 2017 and is still ongoing. The implementation of the WMP is expected to be finalized, as committed, in winter 2018. As Mr Wannenmacher already is very well connected and experienced with projects in the area of sustainable mobility he is working very efficiently on implementing the Workplace Mobility Plan. For example, in March/April 2018 Mr Wannenmacher and his team organized two e-bikes for the city hall, have been developing a mobility information folder for employees, organized free testing tickets from public transport providers and placed an order for the construction of covered bike stands. Concerning mobility measures in a new field Mr Wannenmacher and Climate Alliance Austria are cooperating in a way that Climate Alliance Austria is providing very detailed information and provides contacts to external experts.

- Municipality of Leoben, AUSTRIA

The implementation has already started in Winter 2017 and is expected to be finalized in Spring 2019. Some measures are planned to be implemented during the European Mobility Week in autumn.

Leoben's goal is a traffic-calmed, partly car-free inner city, thereby increasing the quality of life of the citizens. Measures intended to support the goal are e.g. the already established pedestrian guidance system and pedestrian traffic lights with acoustic signals. Another step is the expansion and refurbishment of the walking and cycling path network to make walking or cycling safer and more attractive. Another focus is on expanding the mobility infrastructure. In the future, the supply of e-charging stations should be noticeably increased. Here, value is placed on a sensible selection of locations and attempts to acquire investors and operators. In order to reduce additional CO2 emissions, the municipality has purchased several e-bikes for business trips and looks forward to expanding the company pool with an e-hybrid vehicle

- Municipality of Bruck an der Mur, AUSTRIA

In Bruck the implementation of the Workplace Mobility Plan started in 2017 and is still ongoing. The measures will be finalized in Spring 2019. Currently, a bicycle traffic concept is being developed in cooperation with the Radiation Coordination of the Province of Styria, the decision of which is expected. The concept implies both the consolidation and optimization of the existing cycle path network within the communal boundaries of the municipality, as well as the development of higher-level connections. In the WPMs several low carbon solutions are presented, which helps everyday usage of sustainable transportation modes. The aim was rather to support the sustainable modes and encourage the usage of these modes among the employees.

- Municipality of Békéscsaba, BME & BKK, HUNGARY

A cyclical revision is planned in all three WMPs, based on an annual or at least biannual survey amongst the colleagues on their actual mobility habits and demands. During the revisions, goals, measures and implementations should be revised, and if needed, should be modified. A couple of years later, collected data should be a basis of analysing longitudinal trends. Moreover, later surveys should pay attention to collect users' experience of the measures introduced earlier.

In all cases some of the WMP measures are already implemented, and some are on the preparation phases. Therefore, all three WMPs are under implementation. The measures are sorted into immediate measures, short-term measures and long-term measures. Revise is planned in late 2020, where all three locations have their third online mobility survey done. After this revision, measures should be postponed, or bring forward.

If the WMP process was successful, little flexibility is enough for vision and goals, some more flexibility is enough for institutional frame (such as composition of mobility team). If either visions and goals, or institutional frame will need major interventions, then WPMs should be revised too.

In the WPMs several low carbon solutions are presented, which helps everyday usage of sustainable transportation modes. As there are limited human and financial resources, it was not possible to create a whole multimodal solution considering the combination of all transportation modes. Our aim was rather to support the sustainable modes and encourage the usage of these modes among the employees.

When creating the WMP and defining the measures in most of the cases it was not necessary to talk directly with the service providers, as the measures were implemented within the campus of the institutions for one specific mode in a specific location or connected to specific events. However, we have contacted the

public transport operator for some advice, especially when planning public bike sharing pass, cycling challenge and route recommendations to the workplace.

- Municipality of Banská Bystrica, SLOVAKIA

The adoption of the WMP is the first step, not the final win. Though the WMP is approved by two the highest representatives of the town (the Mayor and the Head Office Manager), negotiations are still needed for its proper implementation. There are managers at the City Office as well as the members of the City Parliament who don't consider the WMP important enough to spend money and capacity for its implementation (what is directly connected with underestimating of sustainable mobility in Slovak society). So, we still need to talk to some decisions and employees to convince them it is worthy to launch a proper implementation of the plan.

Anyway, implementation of measures started already. As described above, implementation of adopted WMP is slightly slowed-down thanks necessity to claim needed funding in the city budget, what will be possible only in one for 2019. Some measures are under implementation in 2018 anyway, what is nice achievement as far a theme of sustainable mobility is new.

We expect first revision of the WMP in 2020, it means after two years of implementation.

Including of low-carbon multimodal services in the WMP

Large part of the measures adopted in the WMP touches walking and cycling. Actually, 10 measures (of 25) are dedicated to cycling and 3 are dedicated to walking. They are e.g. parking for bicycles, service tools for bicycle maintenance, trainings of cycling on work trips, charging of e-bikes, purchasing of bikes and e-bikes for work trips, improving of pedestrian sidewalks on access to the building, increasing of safety of pedestrians and cyclists at intersections near the building, etc.

- City hall of Modena, ITALY

The WMP will be ready in June 2018 and consequently the WMP implementation will start right away, together with the promotion of some measures and the communication activities. All measures included in the plan are likely to be implemented before the end of the MOVECIT project (June 2019). It is not expected to revise the WMP soon, except for minor adjustments that employees might eventually report to the mobility team.

- Administration of the City of Leipzig, GERMANY

From the point of view of our external expert, Mr. Groetsch, and from the point of view of the entire mobility team, it is important to understand mobility management as a continuous process and not as a singular concept. Only in this way can the high and at the same time difficult-to-reach good of sustainability with regard to the change of the mobility behaviour of the employees of the city of Leipzig be meaningfully pursued. Sustainability can only be achieved if the crucial documents are constantly updated and build on each other. While this does not preclude significant changes being made, it ensures stability and consistency in the strategic direction of mobility management. In developing the Workplace Mobility Plan, an attempt was made to ensure this by using existing documents and study results. However, experience has shown that this alone is often not enough in practice. Therefore, external expert Mr. Grötsch basically recommends establishing mobility management structurally in the administration itself or with the involvement of the administration. In practice, however, this proposal as well as the actual implementation of all proposed measures reache their limits due to complex factors such as political

processes, budget, and commitment of decision-makers etc. In this sense further and continuous lobbying is crucial. The currently developed Workplace Mobility Plan has been accepted by the Head of the Department of Transportation and Civil Engineering. Nevertheless, it is planned to deepen and adapt this concept within the project duration, for example to integrate the most up-to-date residential location and accessibility analysis (Wohnstandort- und Erreichbarkeitsanalyse).”

# 6. Lessons learned

Very essential outcomes of single process steps are summarized as lessons learned:

- A Workplace Mobility Plan can fulfil different requirements such as providing as first concept on sustainable mobility at all, to make gaps within previous implemented concepts on sustainable mobility visible or just to summarize previous developed concepts and to bring them down to earth by an action plan.
- To define a vision or goal helps to clear the individual target wanted to be reached by the Workplace Mobility Plan.
- An early start followed by continuous communication with employees and stakeholders is crucial for the success of a mobility planning process. Employees also demand to be informed in a direct and honest way.
- Mobility policies, plans and measures, formed in a participatory manner and including people's needs, values and opinions, are of higher quality and have greater legitimacy.
- Always including the stakeholder from different field, from the horizontal and vertical perspective.
- There are differences in stakeholder related to city sizes. Smaller cities engage less stakeholders, on the other hand larger cities should engage more stakeholders as the problems are wider and many other stakeholders are part (directly or indirectly) of these problems and also part of the solutions;
- In smaller cities are a smaller numbers of decision makers and practitioners, with this it can be easy established consensus, flexible and quicker decisions and visible results. Measures (even smaller) have bigger effect and there is a strong community spirit and strong public support. The consensus and decisions are easier to reach. With the regards of implementation of measures the process is quick.
- Transnational cooperation brings the experiences to the project partners and exchanging the knowledge in the frame of the stakeholder involvement. E.g. Austrian and German partners have a longer tradition in stakeholder tradition what can be transferred to less advanced countries. Respecting the regional authorities is very important in the mentioned countries and the consensus are stronger on the regional levels;
- Commitment from the stakeholders can be gained by active involvement (invitations to the meetings, allow them to speak and express the opinion); benefit and appropriate measures promote the commitment;
- Sometimes a simple stakeholder meeting can be more effective as any other innovative promotional material.
- The input of internal as well as external stakeholders is very important and valuable. The challenge is to get this input in a planned process and to structure it in a high but useful quality.
- Stakeholders Involvement significantly increases the quality, efficiency, cost-effectiveness, transparency, acceptance and legitimacy of integrated transport planning in the municipality and by that contribute essentially to make mobility measures realized.
- Low capacity of time and availability of relevant expertise are important aspects for the involvement of stakeholders.

- In general, the willingness for constructive cooperation between different stakeholders is a prerequisite for their involvement.
- For analysing the current mobility situation surveys on mobility behaviour, reviews of existing mobility strategies, desk research and site checks serve an adequate method combination. They provide a good basis for the following step of developing mobility measures. For deeper going analyses the combination can be supplemented by telephone interviews, observations, field testing, working with focus groups, etc.
- Especially the direct and indirect input of the employees themselves is very important as their perspective can give an insight on what is needed and what is or could be working.
- Soft measures are much easier to implement than hard measures because they often do not depend on co-financing.
- For developing the Action Plan including a section with periods of implementation a consideration of the municipalities' budget distribution for subsequent years is necessary. According to that it is useful to coordinate the action plan development with the annual budget planning period.
- A lack of experience with the implementation of projects within the context of sustainable mobility also concerning the knowledge about responsible funding authorities, complex decision making and planning processes and different political issues of responsible decision makers can cause difficulties in the implementation of the Workplace Mobility Plan. In these cases, cross-border experience exchange, very good coordination in advance with the mobility team concerning upcoming processes and to do lobby work and to convince decision makers can might be necessary to overcome such challenges.
- A constant working process with an encouraged mobility team and clear as well as fixed agreements are very useful for the progress.
- It is useful to actively think planned measures through from start to finish, in order to understand their possible effects and to recognize possible obstacles in the implementation at an early stage.
- The existence of the position of mobility coordinator (which was developed with help of MOVECIT project) helps a lot in the process of implementation.
- We have found that several municipalities already have measures that encourage more sustainable transport choices in place, like car sharing, cycle facilities or financial schemes for bikes or season tickets. Such positive steps are signs of good practice and way of thinking but developing a formal mobility plan provides the process to monitor and implement a range of measures, and deliver benefits for the organizations, for the employees and for the wider community.
- The cities and rural regions of central Europe share a common history, social and cultural characteristics, however the sizes are those that make differences and can be therefore considered as an opportunity, where the best examples and knowledge can be transferred and adopted.
- The pilot actions were chosen by preliminary analysis made by the partners. This caused some difficulties, as the municipalities were not aware of the pilots to be established, thus some of the pilots are not representative, as they could be.
- However, it can take several years to get measures implemented or at least to receive measurable results out of implemented measures, what is relevant for evaluating aspects.

- The adoption of the WMP is the first step, not the final win. In order to strive for the high and easily hard-to-reach good of sustainability, it is essential to understand mobility management as an ongoing process and not as a unique concept.
- The examples of other partners haven been used as orientation and input to broaden the own perspective. This procedure is very valuable and therefore highly recommended.
- The applied WMP methodology enables the MOVECIT institutions to develop an effective WMP as it delivers very detailed information on mobility behaviour of the employees and far-reaching analysis of existing mobility infrastructure. By these, individual requirements and potentials of development become visible. Stakeholder shows it advantages concerning transparency, legitimacy and cooperation on different levels. Furthermore, the WMP with its action plan serves a very clear structured concept such as a “To-do-list” to guide responsible units through the WMP’s implementation.
- The partner institutions try to follow the WMP methodology very encouraged but at the same time some of them have to overcome barriers parallel to or before starting the implementation. Barriers like lack of experience in the area of sustainable mobility, funding or political issues and dependence on decision makers on higher level are challenges for MOVECIT institutions. In general, the WMP methodology provides a good guideline for preparing and developing a Workplace Mobility Plan but it might should also include support through the action plan implementation or at least provide recommendations how to overcome such barriers.
- Many differences at the MOVECIT-institutions appeared which partly caused varying stages of WMP development, different numbers of measures on sustainable mobility related to more or less financial investigations and different stages of implementation. However, these differences cover a wide range of experiences that can be used for further steps to learn from each other and which can be an example for other projects in this area.

> Concerning divergences which have effects on the project progress, the project team is actively attempting to overcome these divergences to achieve set goals within the project progress.

> Concerning divergences on initial situations of the partner institutions related to project experience in the area of sustainable mobility it must be a target to overcome these divergences. It is necessary to ensure the establishment of values which contribute to CO2 reduction, to ensure long-time motivation and guarantee further implementation of projects in the area of sustainable mobility.

> To overcome divergences on initial situations, in a first step it needs to make differences in the individual processes of WMP development and implementation at the partner institutions visible. That will ensure to get capability of acting and find solutions for individual challenges to compensate current challenges.

# 7. Conclusions

With the WMPs finalization and starting the implementation of the mobility measures, the MOVECIT-partner municipalities and institutions are currently in very different situations. The differences depend on many aspects such as the time aspect when at some locations the process of WMP development took longer than expected or when several measures will not be implemented until end of the project or at least its impact will not become visible until May 2019. But also, the number of developed mobility measures, their complexity and financial investments vary a lot. Last counted aspects are strongly related to initial situations at municipalities and institutions, for example concerning preconceptions regarding sustainable mobility or the varying complexity of administration units or dependence on decision-making authorities in financial issues. The ongoing process makes a high number of influencing factors through all stages of the process and their interrelationships visible.

So, concerning MOVECIT partner municipalities and institutions, it must not be a target to overcome differences but to work them out as they can serve relevant information for internal exchange to learn from each other and to receive a profound guideline for follow up projects in the context of Workplace Mobility Plan development.