

**Handbook on Mobility Management Strategies, Mechanisms
and Practices in South East Europe**

SEEMMS SOUTH EAST EUROPEAN
MOBILITY MANAGEMENT SCHEME





Content

SEE MMS project consortium

Design

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Transport and Mobility in South East Europe from a historical perspective

by Andrej Klemenc, REC Slovenia

In order to understand the present transport and mobility patterns one needs to take a look on them from the perspective of historical and social developments. Although the SEE countries in 20th centuries followed the general patterns of transformation from agricultural toward industrial based economies, characterised also by increasing number and share of population living in urban areas with functionally separated space and time for labour, social services and leisure that has raised demand on transport of both goods and people the mobility patterns after World War II developed differently in communist and non communist countries of the region.

Not only have the communist countries developed Public Transport to a larger scale and have been far more restrictive in the development of private car based mobility but have also by planning mechanisms reduced the need on mobility and assured accessibility of egalitarian social services without private and have restricted the right to travel freely in extreme cases even within a country. Within the post World War II communism and especially after its fall at the beginning of 1990s, cars became a status symbol among the existing and new post-communist countries of South Eastern Europe. Not everybody could use a private car in times of communism although especially in former Yugoslavia, at least in its Western parts, majority of families owned a car at the dusk of communist times.

In most cases under the communist rule to own a car has been a matter of long years of sacrifices and financial saving of a whole family and a matter of being skilled in social networking and exchange of resources in order to obtain the right or opportunity to buy a (Western) car. Having a car in those times was a privilege that not only symbolised social status but also enabled good mobility. Most of the communist countries made considerable investment to expand road infrastructure and although road network has been in

many cases inadequately designed in terms of speed and safety it has still enabled good mobility for those having cars.

Therefore cultural seed of car society has made its deep roots well ahead of the fall of the communism that in the SEE area in case of former Yugoslavia also lead to civil war, disintegration of the country and emergence of new independent states that has also omitted and postponed processes of (environmental) modernisation of transport systems and mobility culture.

However, within the transition period to the global market economy the role of private car has changed from the pure object of desire enabling better mobility into a vehicle vital for survival and individual competitiveness. Bicycles and Public Transport in general have been considered as transportation for the 'losers' of the transition period. Economically vital populations in transition economies have been exposed to new and increasing mobility challenges brought by the collapse from the state guaranteed employment, decreasing quality of the state provided social services and emerging requests to manage spatial separation of business and social matters and economise time in order to improve individual and family competitiveness in the emerging market economy. For being an entrepreneur having a good looking car of a respectful brand has been – and in many cases still is – a matter of life or death, at least in terms of entrepreneurship based primarily on individual trust and respect. Having any kind of car has become not an alternative but a must to come to and from work in time, bring the children to kindergarten or school, drive them afterwards to sports training, language or music courses, paying visits to left-alone relatives, bringing home goods from cheapest or fanciest most remote brand new shopping malls or free food from relatives leaving at a countryside and cultivating some land.

What the majority of people in communists' countries

have dreamed on – to have a (private) car and being able to travel wherever you want – became a reality at least for the majority of economically vital population – and soon turned into a nightmare for mobility and quality of life in most of the post communist SEE area cities.

Explosion of car ownership and usage has of course also occurred in those SEE (and other) countries that has not experienced communist rule since the late 1960ies on and here too the cities were and still are stocked with traffic jams and burdened by high human health and environmental costs of boosted private car usage in urban and suburban transport. However the changes in mobility patterns in the former communist SEE countries have been without a precedence in the region not only because of unprecedented pace of growth of sales of cars (vast majority of them being used and in many cases already ‘dumped’ cars from old EU member states not capable to meet any of EU safety and environmental standards) but also because of collapsed structures and systems of modern society, including the collapse of the Public Transport system and administrative planning system in general.

This trend initiated by the need of having more transport choices than walking, cycling or/and using slow and uncomfortable Public Transport finally resulted in a situation where most vital population has no other alternatives but doing extra hours of driving cars and losing time and nerves in traffic jams and in search for a parking in order to meet the mobility needs of modern life. Only a few in many SEE cities have real choices to choose between car, bicycle and Public Transport and not only to choose in which model of a car will be stocked in rush hour traffic jam.

Let’s however not forget that this megatrend that shaped the mobility situation in most of the SEE cities in the last two decades or more has only been possible because of the pre-existence of road infrastructure

that enable the rapid ‘take off’ in the use of private cars, low fuel prices and absence of environmental protection standards respectively their effective monitoring and sanctioning.

With vastly expended car ownership, perspective of permanently raising prices of fossil fuels and inevitable requests to sooner or later meet the EU noise and air outdoor air pollution standards, together with greenhouse gasses emission reduction targets the framework conditions for further car expansion also in SEE has changed dramatically. In spite of large investments in more and more sublime forms of marketing of car driven mobility a private car can no longer keep its promises to improve mobility and economy also in the SEE area. People are already forced to drive less and not to drive alone in their cars anymore. Parking fees and parking violation fines has become an important revenue of a budget of many cities – and people have soon adopted and rediscovered the advantage of bicycle as the most convenient and fastest transport mean in cities, at least up to distances of 6 km.

It is therefore an opportunity for the SEE cities to change the way they deal with transport and mobility issues and start to consider car pooling, car sharing, improved cycling infrastructure and intermodality of bicycle and PT and mobility management not as additional tasks after planning new road infrastructure but as tasks that can keep hopes of changing and growing of economy, providing new employment and improving mobility and environment at the same time.

In doing this the SEE EU member states, candidate and accession countries can explore a variety of EU programmes aiming to support best practices of sustainable transport and mobility planning, mobility management and transfer of know how, capacity building and best practices from all over Europe. Accumulated knowledge on how to deal with specific and contextual determined issues of transport and mobility policy

making, planning and management is facilitated by the European Platform on Mobility Management (EPOMM) and by networks of cities like POLIS. ELTIS platform is offering large variety of examples on how to make cities fit for walking, cycling, and Public Transport, improve intermodality and start to develop successful car sharing and car-pooling schemes.

CIVINET network is based on accumulated experiences of CIVITAS partnerships among groups of cities that designed and tested in practice tailored measures to improve sustainability of mobility and is aiming to stimulate and facilitate transfer of gained knowledge and experience to other cities that are willing to learn in a most direct manner. The PRESTO project has raised competence building in cycling policies for the European cities and regions and has offered a set of tools for technicians to create cycle friendly urban environments, to implement sound cycling plans and to start up targeted promotion campaigns.

Last but not least also The Regional Environmental Centre for Central and Eastern Europe has through its expertise, projects, on line bulletin *Green Horizon*, networking of transport and mobility experts, decision makers and NGOs from different CEE countries and network of branch offices in SEE countries substantially contributed to awareness raising on health and environmental impacts of transport, knowledge on sustainable mobility planning and alternatives and to capacity building in the field.

Below key messages from the case studies that REC CEE published in 2008 on sustainable transport policies in South Eastern Europe are still to be recommended to be taken into consideration by SEE cities while addressing transport and mobility issues:

- Prevent the disintegration of Public Transport and promote its image.

- Cities must take the initiative – with local authorities playing an important role.

- Create a good transport strategy and transport plan with ambitious goals consistent with the principles of sustainable urban mobility and strive toward long-term improvement since short-term gains are not always possible.

- Consider creating a transport authority to take responsibility for organizing the Public Transport system.

- Integrate Public Transport planning with urban planning – e.g. make tram/bus stops easier to reach than car-parking spaces.

- Open the transport operator market to private firms, as competition can contribute to the improvement of Public Transport services.

- Give priority to Public Transport both in terms of investment plans and physically on the roads.

- Improve the standard of Public Transport so that it meets the needs of a wide group of citizens and becomes a good alternative to the car.

- Introduce a good transport fare system: inexpensive and simple tickets, long-term pass options, integration of different modes of transport and different operators in one area-wide ticket system.

- Create a good network and time table that makes it easy to transfer between different transport modes, and have lines that offer comprehensive coverage, including low-density zones and night-time services.

- Keep vehicles clean and safe by introducing a monitoring system and regular cleaning service.
- Pay attention to people with reduced mobility and provide better accessibility to Public Transport.
- Along with Public Transport improvements, promote and invest in cycling and walking, introduce parking-charge zones and traffic calming and introduce Park & Ride and Bike & Ride facilities.
- Look for innovative financing solutions by persuading the city that this public service has to be subsidized (or just paid for under the service contract between the city and the operator) and by seeking co-financing from EU funds and other donors.
- Be active in different European transport projects and initiatives, which are a way not only to find additional funding but to network with other cities, exchange experiences and learn from others' mistakes.

From the experience of the SEE MMS project however at least one important message should be added:

Provide citizens, commuters and visitors of the cities with easy to access and comprehensive information on Public Transport, car sharing and car pooling, bicycle renting in your town, connect to the SEE MMS platform to share this information with other European towns and provide support to their travel planning and promote alternatives to private car use through Mobility Centres!



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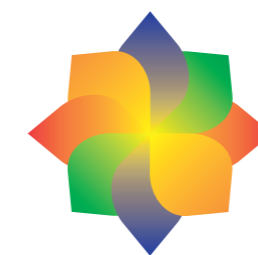
The SEE Programme – Jointly for our common future

The SEE Programme aims to develop transnational partnerships on matters of strategic importance, in order to improve the territorial, economic and social integration process and to contribute to cohesion, stability and competitiveness of the region. For this purpose, the Programme seeks to realize high quality, result oriented projects of strategic character, relevant for the programme area.

The South East Europe Programme helps to promote better integration between the Member States, candidate and potential candidate countries and neighbouring countries and encourage a sustainable and balanced development of the European territory.

In the new framework of Cohesion Policy, the *European Territorial Cooperation* objective has become an objective of its own, on an equal footing with the 'Convergence' and 'Regional Competitiveness and Employment' objectives.

The general aim of SEE transnational cooperation is to foster a balanced territorial development and territorial integration within the cooperation area by increasing cooperation across member states and concentrates on specific priority areas which are in line with the Lisbon and Gothenburg agendas and described below.



**SOUTH EAST
EUROPE**

Transnational Cooperation Programme

SEE objectives

General Objectives

The programme's global objective is to improve the territorial, economic and social integration process in South East Europe and contribute to cohesion, stability and competitiveness of the area through the development of transnational partnerships and joint action on matters of strategic importance.

In addition, the SEE Transnational Cooperation Programme will actively seek the full participation of non-Member States in the programme area benefitting from the external Pre-Accession Assistance and the European Neighbourhood Policy funding.

Specific Objectives

The global objective of the programme is supported by the following specific objectives:

1. The programme shall facilitate innovation, entrepreneurship, knowledge economy and information society by concrete co-operation action and visible results.
2. The programme shall improve the attractiveness of regions and cities taking into account sustainable development, physical and knowledge accessibility and environmental quality by integrated approaches and concrete cooperation action and visible results.
3. The programme shall foster integration by supporting balanced capacities for transnational territorial cooperation at all levels.

The global and specific objectives of the Operational Programme were pursued through Priority Axes, which contribute differently to the specific programme objectives:

Priority Axis 1
Facilitation of innovation and entrepreneurship

Priority Axis 2
Protection and improvement of the environment

Priority Axis 3
Improvement of the accessibility

Priority Axis 4
Development of transnational synergies for sustainable growth areas

Programme Area

The South East Europe Programme Area includes 16 countries. In 2 countries only certain regions are eligible:

For further information about the SEE programme please also go to: www.southeast-europe.net



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The SEE MMS project

Project title SEE MMS – South East European Mobility Management Scheme

Project code SEE/A/744/3.1/X

Priority axis Improvement of the accessibility

Area of intervention Improve coordination in promoting, planning, and operation for primary and secondary transportation networks

Total budget EUR 1,435,000

Total requested ERDF EUR 1,219,750

Project duration April 2009 – June 2012



Background

The development of economy, the growth of tourism and the movements of goods and passengers have put under pressure the SEE areas and produce an increased need for efficient solutions to tackle the mobility needs.

Alongside transport and freight, tourism is also a growing important branch of the SEE economy. But the constant increase in traffic flows inevitably leads to a simultaneous increase in the negative consequences of mobility. Inhabitants and transport users in the SEE cities experience these consequences in the form of a greater degree of immobility (congestion, accidents, etc.) and increased environmental impacts (exhaust emissions, noise, etc.).

Immobility and reduced quality of life are limiting factors to economic growth and prevent social cohesion. So far, various isolated measures have attempted to combat these problems. But European experience has shown that Mobility Management can provide the means to achieve a high level of multi-modality by fostering the promotion of alternative means of transport in our cities.

The SEE MMS project has encouraged the local authorities to look at the transnational cooperation as a tool to improve developments showing that learning comes out of experience and leads to sustainable implementation.

Objectives

The main objective of the SEE Mobility Management Scheme was to support multi-modality and promote alternative transport in the SEE territory that will lead to an improved mobility for all social groups and to ensure a sustainable economic growth and the mitigation of the negative impact of traffic on the environment. The project aimed to create a development strategy that guarantees continued economic growth and meets the demands on transport while at the same time mitigating the negative impacts of traffic on the accessibility, on the environment and on specific social groups. The project also wanted to contribute in achieving a balance between economic growth and the process of increasing mobility while taking environmental aspects into account as well as the needs of inhabitants and tourists in the SEE area.

SEE MMS produced multi-modal concepts and action plans for effective Mobility Management in the SEE cities which are ready for implementation, generate knowledge and result in:

- Improvement of the access to SEE cities
- Mitigation of traffic-related impacts on the environment
- Creation of a positive awareness of sustainable transportation methods
- - Implementation of pilot actions to improve the mobility situation and quality of life

Partnership

Athens Tourism & Development Agency AEDA SA

The Athens Tourism & Development Agency (AEDA) was established in September 1996 as a private enterprise aiming at developing activities and initiatives and providing services focusing on improving the quality of life in the cities and urban development.

Until 2011, within 16 years of work, the City of Athens Development Agency SA, as was the full name of AEDA, managed to achieve its goal of constant development through scientific actions and initiatives such as the European and National projects, research, organization of international and European events. Those activities made AEDA a model Municipal Enterprise fully conformed by the new National Municipal and Community Code.

On January 2012, AEDA merged with the City of Athens' official tourism organization, the Athens Tourism and Economic Development Company. AEDA's objective has two axes. The first axis is to search for innovative approaches on urban designing and management, as well

as to propose policies that will contribute to the economic development of the cities and their citizens, and to social cohesion. The second axis is to increase urban tourism, specifically in the sectors of city breaks, conferences and trade shows and major events.

Its main areas of interest are: urban development in a broader sense, social and environmental policy, culture and information technology, tourism development and Athens promotion as a competitive urban destination on an international level.

The Athens Tourism and Economic Development Company is the Lead partner in the SEE MMS project

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European Community Business and Innovation Center of Attika

EC BIC of Attika (Business and Innovation Center of Attika), is a full member of the European Network of BICs, is a non-profit and non-governmental organization, offering consulting services to private companies, local authorities and parties of the public sector in order to enhance their competitiveness and efficiency.

Additionally, BIC of Attika supports the creation of new companies assuring their healthy development through a full spectrum of services offered. With responsibility and reliability, BIC undertakes the business development, the technical support, the access to financial sources, the finding of new partners in Greece and abroad, the implementation of marketing and publicity programs, the personnel training, and other actions

of business technical support of enterprises and other bodies who seek a more productive route.

Furthermore, BIC of Attika participates or manages National and European Programs which aim to the general improvement of the business environment, the promotion of research and technology and the reinforcement of the national economy.

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bic of attika

Partnership

Municipality of Elefsina

Elefsina, a city with a population of 30,000 inhabitants and in a distance of 20 km from Athens, is known for its ancient and its contemporary industrial history. In ancient times the city was for 2000 years (1600 BC – 400 AC) one of the five Sacred Cities along with the Eleusinian Mysteries to attract pilgrims from all known world of that time. The name of the city became more famous due to the Tragic Poet Aeschylus.

In the decade of 1860 Eleusis starts to change with the construction new residences along with the settlement of occasional merchants. After the 2nd World War workers from all over Greece came in the city to work in the factories of our district. However the industrial activity has been developed on an anarchical manner on the top of antiquities and next to urban areas. Environmental pollution then became a major issue. In the 21st century, era of sustainable development, the archaeological history and the recent industrial one

shape the image of modern Greece. Pollution due to the struggle of the citizens has been decreased. The Municipality of Eleusis fights to acquire factories that are not anymore in operation, with the intention to host the contemporary industrial and technological history. The city of Elefsis has already gain awards for its urban reconstruction and its performance in ecology and recycling. The *Achilians* to honour the poet Aeschylus, since 1975 is the top cultural event in the city of Elefsis and is organized each September, at the same period that in Antiquity the Eleusinian Mysteries was taking place.

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Municipality of Padua

Padua is located in the middle of Veneto Region, in north-eastern Italy, 30km west from Venice. Its central position makes it very easy to reach by plane, by car or by train.

The Municipal area surface: Are 92.84 km² and the population is 211,936 inhabitants. The ancient/Historical surface is 4.54 km² Traffic Zone (RTZ) is 1.30 km². The metropolitan area of Padua is the geographical context, which includes Padua capital of the province, and 16 connected municipalities with a total area of approximately 376 km² and a total population of 405,502

people. Padua is a city undergoing an extensive program of mobility interventions that allows ruling, containing and even reducing the traffic of private cars in urban areas.

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COMUNE DI PADOVA

Partnership

Municipality of Lecce

The City of Lecce is situated in South Europe, in South-East Italy at the end of the hill of the Italian boot. Lecce has a population around 100,000 inhabitants. There is one of the oldest and most important historical centers in Apulia, with many churches and Roman monuments and the University of Salento. For its rich cultural heritage, represented by an impressive number of Greek, Roman and Baroque monuments (churches, monasteries, palaces, statues), Lecce is named 'Southern Florence'.

The Municipality of Lecce is experienced in the management of projects for the following programmes: *POR*

Puglia, Interreg IIIA: Italy-Albany, Greece-Italy, Active European Citizenship and Twinning programs, URBACT, EQUAL. The Municipality is experienced in European funds management with a highly qualified staff.

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Austrian Mobility Research – FGM-AMOR
gem. GmbH

Austrian Mobility Research (FGM-AMOR) is an independent non-profit organization. AMOR and its employees are associates in an affiliated private limited company. One of Europe's leading companies in the field of mobility research, FGM-AMOR has extensive experience in cooperating with EU research and promotional institutions.

Austrian Mobility Research offers state of the art know-how and access to the latest European research results as well as the latest examples in the field of mobility management. Austrian Mobility Research works for sustainable environmental-friendly and people-friendly

traffic development. The range of activities includes research, consulting, training, and project implementation in the field of mobility management. Customers of FGM-AMOR profit from the flexible and interdisciplinary teams, offering years of international and national experience.

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Partnership

REC – The Regional Environmental Center for Central and Eastern Europe, Country Office Ljubljana

Regional Environmental Center, Country Office (CO) Ljubljana (REC Ljubljana) started its operation in Slovenia in 1994 as one of the 17 REC COs and is known as an organization that often brings together representatives of different stakeholders groups who otherwise have difficulties in communication, and facilitates effective discussions on different environmental and sustainable development topics.

One of the most important characteristics of the REC Ljubljana is its neutral, non-advocacy and non-partisan role. This enables the REC Ljubljana to maintain a central position among different stakeholders, and excellent relations and cooperation with all of them. The REC Ljubljana dedicates the majority of capacities and

work to support the sustainable development in Slovenia, mainly with capacity building of several stakeholders, information dissemination and supporting public participation in decision-making.

It provides assistance to all constituents including academic, business sector, NGOs, local authorities and governmental organizations.

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City Hall of Iași

Iași City is situated in South East Europe, in North East Romania and is most important city near the eastern border of Romania. Since 2007, Iași is the eastern entrance gate in the European Union and capital of the future Euro-region.

With a population around 350,000 inhabitants, Iași is among the first 3 largest cities of the country. There is one of the oldest and most important university center in Romania, with more than 60,000 students every year in 5 universities: *Al. I. Cuza* – University for Human sciences, *Gh. Asachi* – Technical University, *Gr. T. Popa* – Medicine and Pharmacy University, *Ion Ionescu de la Brad* – Agricultural University, University of Arts. A rich cultural heritage, represented by an impressive number of religious and laic monuments (churches, monasteries, palaces, statues) is defining the City profile, documentary attested in 1408, formal capital of Moldova Province for more than 2 centuries.

The Municipality of Iași is wide open to international cooperation (Golden Star Award by The European Commission for international cooperation in 2000), provides accessibility for business environment (Five Stars Award of US Government) and quality services for Iași citizens certified ISO 9001 from 2006 and recertified in 2009. The Municipality has a very good experience in European funds management and a highly qualified staff.

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Partnership

Municipality of Varna

Varna is the second city in economic development in the country. The favourable geographic location turns Varna into a transportation bridge between the countries of Europe, Asia and North Africa.

The Municipality produces around 5.4% of the Gross Domestic Product of The Republic of Bulgaria. The 'European and national operational programs' Directorate of the Municipality of Varna implements programs and projects at national and international levels, the implementation of the Municipality international relations,

the coordination of projects of local NGOs and the coordination of bilateral and multilateral International Cooperation meetings.

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City of Belgrade

Belgrade is the capital and largest city of Serbia. The city lies on two international waterways, at the confluence of the Sava and Danube rivers, where Central Europe's Pannonian Plain meets the Balkans. Likewise, the city is placed along the pan-European corridors X and VII. With a population of 1,630,000 (official estimate 2007), Belgrade is the third largest city in South-eastern Europe, after Istanbul and Athens, and among the largest in Danubian Europe. Modern Belgrade today consists from 17 municipalities. The city has an urban area of 360 square kilometres (139 sq mi), while together with its metropolitan area it covers 3,223 km² (1,244.4 sq mi).

Belgrade has an extensive Public Transport system based on buses (118 urban lines and more than 300 suburban lines), trams (12 lines), and trolleybuses (8 lines). Situated at the confluence of two major rivers, the Danube and the Sava, Belgrade has not many bridges – the two main ones are Branko's bridge and Gazela, both of which connect the core of the city to New Belgrade.

With the city's expansion and a substantial increase in the number of vehicles, congestion has become a major problem; this is expected to be alleviated by the construction of a bypass connecting the E70 and E75 highways. Further, an 'inner magistral semi-ring' is planned, including a new Ada Bridge across the Sava River, which is expected to ease commuting within the city and unload the Gazela and Branko's bridge. Two additional bridges are planned, both over the Danube. In 2006, Financial Times' magazine Foreign Direct Investment awarded Belgrade the title of City of the Future of Southern Europe.

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Partnership

Municipality of Glamoč

Glamoč is a municipality in western Bosnia and Herzegovina. It is in Canton 10 in the Federation of Bosnia and Herzegovina.

Glamoč is geographically relatively isolated and the nearest neighbouring town is some 34 km away. Total population of Glamoč is approximately 5,000 inhabitants. Glamoč urban development has stalled since the end of Bosnia and Herzegovina civil war.

Even then the city and its immediate surrounding were ill designed to accept volume of vehicular traffic, despite pronounced natural benefit of having enough space to develop. The municipal development plan tries to address this putting emphasis on bicycle and pedestrian mode of transport.

Glamoč city and its neighbouring area lay in a flat plain that makes it easily accessible by bicycle and on foot. Lack of organized Public Transport increases the level of usage of personal vehicle, which in part could be replaced with bicycle or pedestrian transport.

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City of Trogir

Trogir is a historic town and harbour on the Adriatic coast in Split-Dalmatia County, Croatia with a population of approximately 13,000.

The historic city of Trogir is situated on a small island between the Croatian mainland and the island of Ciovo. It lies 27 kilometres west of the city of Split. Trogir lies six kilometres from Split Airport and a regular bus connects Trogir with the airport and Split.

In the future, the Split Suburban Railway will be lengthened towards the airport and Trogir. Trogir implements different activities to encourage and support

more sustainable travel patterns and including measures to promote and improve the attractiveness of using Public Transport, cycling, walking as alternatives to drive-alone trips and promote the boat traffic on local destinations.

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Work Packages

The SEE MMS project covered the following Work Packages (WP):

WP 1 – Transnational Project Management and Coordination

WP 2 – Communication and dissemination

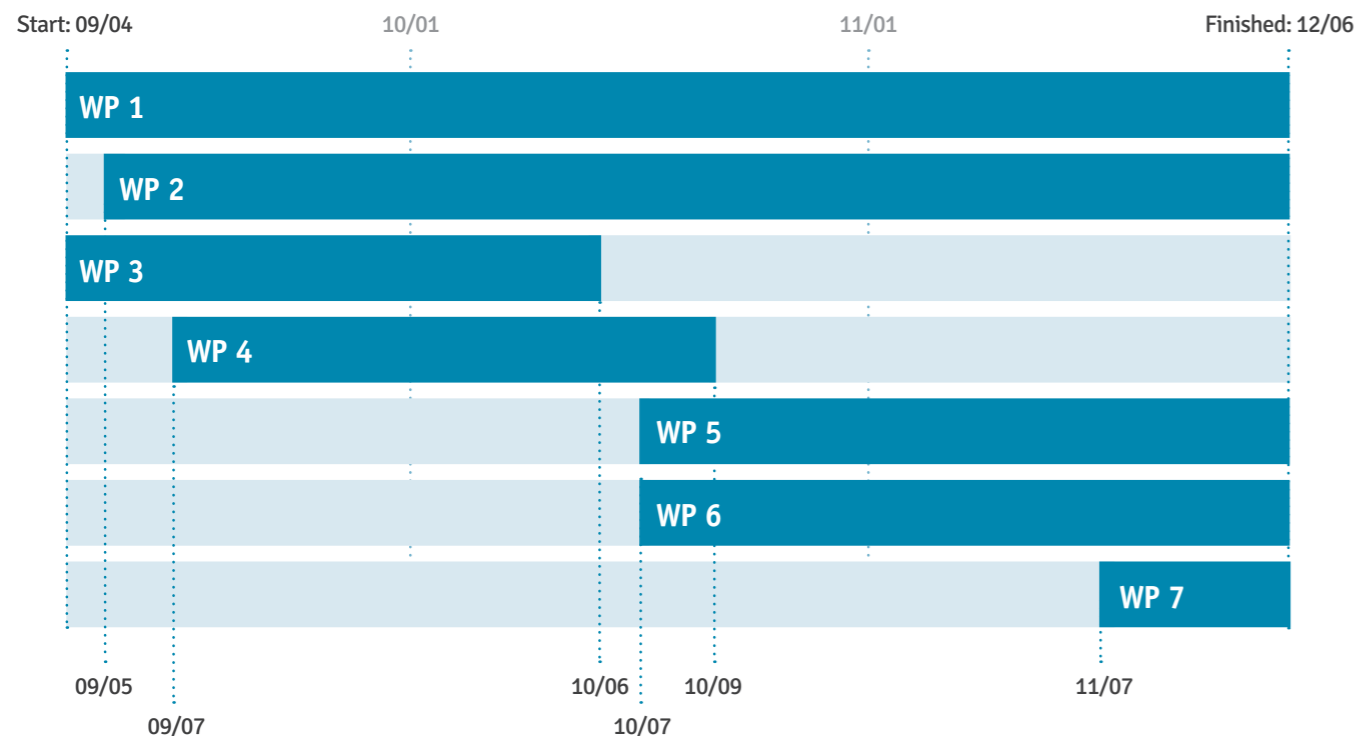
WP 3 – Capacity building, training and study visits to fully utilize the existing knowledge/ experience on Mobility Management for the benefit of the SEE cities in order to create favourable conditions for the successful implementation of measures.

WP 4 – Best practice Mobility Management to analyze and transfer good Mobility Management practices and to research feasibility conditions and how to cope with obstacles.

WP 5 – Establishment and operation of the SEE MMS to establish Mobility Centers, shaped after a model of a service point of information on all questions of mobility and transport.

WP 6 – Development of the SEE MMS Network of Mobility Centers to create a network of Mobility Centers and to further interlink existing or under development Mobility Centers into the developed network.

WP 7 – SEE MMS Sustainability to ensure the sustainability of the measures implemented during the project and to further developing a regional policy methodology for the efficient application of Mobility Management in European Cities.



Target groups

SEE MMS considers the stakeholders needs when trying to set ambitious goals in the area of Mobility Management, very often in a car-supportive environment of voters or competitors. The SEE MMS connects them to each other and improves the knowledge needed for decision-making within the management of mobility. The participation in trainings and Workshops deepen and enlarge their know how. They get competent in taking local decisions in Mobility Management issues. Moreover the Mobility Centers developed in SEE MMS are working for individuals, to change their attitudes towards sustainable modes by provide information and advice, to make them feel valued as (potential) customers of sustainable modes of transport, and, finally to make them change their mobility behaviour without making them feel restricted or less comfortable.

The SEE MMS project targeted internally the partners, and externally the audience at local, national and European level:

- Stakeholder on local, national and European level
- Decision and policy maker
- Urban planner
- Traffic planner
- Public Transport operators
- General public in SEE

and all those, whose mobility attitudes & behaviour should be changed.



3

SEE MMS activities

The mission of the SEE MMS – South East European Mobility Management Scheme was to provide and test a scope of Mobility Management measures to achieve a satisfactory level of multi-modality in the SEE cities and foster the promotion of alternative means of transport in order to assure better mobility and quality of life for all inhabitants of SEE cities.

The kick-off meeting took place in 2009 in Athens. In a series of Mobility Management trainings and study visits, held from January to May 2010 all participants gained a broad know how and common understanding and were perfectly prepared to start working on the Mobility Management Plans for their Cities. The progress was presented in a transnational workshop that finally led to the signature of a common agreement on fostering the implementation of Mobility Management measures in the SEE area.

After the preparatory period, all project partners reached the core part of the project: the establishment of the Mobility Center, a precious tool for locals and visitors to get informed about sustainable mobility and to create a new state of mind closer to a green vision.

The infrastructural basis for the implementation of the Mobility Centers was built in the SEE MMS partner's cities. In order to also get the 'software' ready for the new tasks, at the beginning of November 2011 special trainings for the Mobility Center staff took place in Graz.

The acquired knowledge was passed on to all the staff of the particular Mobility Center in local sessions. By the end of the project 10 Mobility Centers were opened and are now well prepared to serve their purpose: a service point of information on all questions of mobility and transport.

Moreover SEE MMS built up the Europe wide first transnational network of Mobility Centers and hereby now provides the foundation for further expansion. SEE MMS developed an innovative information platform to collect and to interlink all Public Transport information and data available in the project area and thus set a milestone in informational and promotional measures for a sustainable and environmentally friendly mobility all over Europe.

Finally the SEE MMS partners have undertaken the elaboration of a follow-up plan in order to determine the prospects of the continuity of the SEE MMS Mobility Centers, The partners have adapted a consultative approach and incorporated their views and priorities in a commonly agreed set of questions included in a questionnaire.

The results of the partner's view were summarized in a guideline for policy makers and a follow up / action plan aiming to ensure the continuity of the SEE MMS Mobility Centers and the services they provide.

4

SEE MMS strategies

Mobility Management Plan for the City of Athens

In Athens, air pollution and other negative impacts of traffic are badly affecting quality of life and the improvement of air quality and environmental conditions has to be a priority for the next decades.

The challenge Athens has to deal with in the 21st Century is to maintain economic growth, stay accessible and improve quality of life at the same time. If Athens fails in dealing with this challenge it will have to face dramatic consequences for the city in terms of economic development and image as well.

The City of Athens Mobility Management Plan is seen as a supportive step to face the challenges and also to

meet the objectives of The White Paper *European Transport Policy 2010 – a time to decide* and the Green Paper *Towards a new culture for urban mobility 2007* and to lead to a significant increase in the share of sustainable modes of transport (Public Transport, cycling, walking) of the modal split in Athens.

The overall goal of the Athens Plan is to support 'green mobility' in Athens and to reduce pollutants and greenhouse gas emissions by improvement of urban mobility through promoting mild and environmentally friendly forms of mobility and thus foster a better quality of life in Athens.

Implementation of a Mobility Center

The first aim of the Athens Mobility Center is to help people, institutions, organizations and companies to make their mobility more sustainable by offering information on sustainable modes of transport. Information about timetables and tariffs, special offers in Public Transport as well as the management of complaints, information about bike lanes or walking routes will be available via personal consultancy, phone and e-mail. One the other hand the Mobility Center will be the op-

erating and coordinating unit of Mobility Management, dealing with various sub-projects in order to support the implementation of activities foreseen in the field of biking, walking, Public Transport and 'green vehicles' The Mobility Center will work in close cooperation with the urban planning and traffic departments, lobby groups and also transport operators in order to get the best benefit through the combination of 'hard' (infrastructural) and 'soft' measures.



Photo: Andreas Trepte, CC BY-SA 2.5

Biking – improvement of bicycle conditions

So far Biking is not very popular in Athens. There is a lack of infrastructure and safety and still – in citizen's perception – cycling is considered as the transport mode of the 'poor', the rightness traffic participant who cannot afford a car. But the truth is: every car replaced by a bicycle means less exhaust fumes and less noise, fewer traffic jams and less need for parking spaces in inner city area – thus improving the quality of life.

Currently two new bike lanes are under study and will

be constructed with funds of the Special Account of the MTC (Ministry for Infrastructure, Transport and Networks) until 2013. Public Transport operators have also started to improve the conditions for bicyclists, mainly in offering bicycle racks at stations and building ramps to ease entering the stations. Awareness campaigns, motivating events and the introduction of a bike sharing system in combination with the further extension of the bicycle lane network will pave the ground to increase the share of bicyclists in Athens cityscape.

Walking – Improvement of Conditions for pedestrians:

With gasoline prices high, the pedestrian friendliness of Athens is an important issue when talking about quality of life. Besides that, everyone is a pedestrian for at least part of every trip and walking is also the last option when e.g. cars break down, busses are missed or other transportation choices have failed. So far a few measures regarding better pavement and easy access at several places in Athens are already im-

plemented. About 40km of new pavements have been constructed in several neighbourhoods and 12 thematic walking routes are planned, which will allow visitors sightseeing important cultural monuments and areas in Athens. A huge number of projects and measures to improve and promote 'green areas' are under development or implementation.

Public Transport – Improvement of usage and image of PT

The Mobility Center intends to bundle forces to promote all different operators as one single 'mobility product' and thus strengthen the awareness and a positive image of Public Transport. To provide intermodal

information and to promote Public Transport in Athens information package for new citizens and a photo competition will be realized in close cooperation with the transport operators.

Mobility Management Plan for the Municipality of Elefsina

The Elefsina Mobility Management Plan 2010–2015, is a comprehensive and directive document describing how to implement Mobility Management measures in Elefsina in the next five years. It sets out the planned measures and responsibilities for implementation, how measures are to be implemented and a realistic implementation time schedule. The key principles of the Elefsina strategy include:

- The need to minimize traffic impact in the municipality of Elefsina

Biking & Walking

In a first step the Municipality will implement a survey on Bikers/pedestrian needs and demands that will help to improve the bicycle infrastructure in a long-term perspective. Elefsina will also extend the network of bicycle lanes and pedestrian roads and a number of awareness campaigns in schools, kindergartens, public services, private enterprises (e.g. events in pedestrian streets, organization of events with bicycle race etc.)

Public Transportation

The City of Elefsina like the surrounding municipalities is connected with urban buses. Three urban bus lines serve the urban transport, while seven more bus lines serve the transport connection of Elefsina with Athens. Moreover, two interurban bus lines of the Prefecture of Attica, serve the transport connection with Megara, Villia and the center of Athens. It should be

- The promotion of alternative modes of transport to the private car
- The need to provide information on affordable and sustainable mobility for inhabitants and visitors

The Elefsina Mobility Management Plan consists of a package of activities to encourage and support more sustainable travel patterns and includes measures to promote and improve the attractiveness of using Public Transport, cycling, walking as alternatives to drive-alone trips:

are planned to promote and support the investments in infrastructure. Cycling policy is a permanent task and the Municipality of Elefsina will continuously improve in order to achieve a measurable shift from private car use towards more sustainable modes of transport and thus to reduce pollution and other traffic related problems within the Municipality of Elefsina.

noted that residents to travel to downtown Elefsina, although the fare is almost double of that of the urban transport, also use the interurban bus line to Athens. In order to reduce the use of private cars and to minimize the traffic impact, two new minibus lines will be implemented and then promoted through the Mobility Center.

Mobility Management Plan for the Municipality of Elefsina



Information and advice

The main aim of the Elefsina Mobility Center is to facilitate the use of Public Transport for passengers and future passengers and to serve as a good integrated information service for all users not using their private car. Apart from counselling (timetables, companies, locations, fares), the Mobility Center will also promote other sustainable modes of transport e.g. walking and biking and build awareness in schools, companies and the public sector. The prime motivator for operating

the Mobility Center is to get more potential users to actually try out new options and to eventually change habits and behaviour. The Center will be staffed with at least two persons with the suitable qualifications and will provide the right information to the right people in the right time, since this is one of the most important keys in getting more people to change travel behaviour.

Building awareness

Mobility starts off in the head. Everyday people have the chance to change their habits and to take a new decision on how to be mobile. But usually people do not question their habits and routines and this is where awareness-building campaigns take place. The planned campaigns for Elefsina will influence peoples' aware-

ness, attitudes and travel behaviour – and encourage cycling, walking and the use of Public Transport. Together with 'hard policies' like e.g. the building of new bicycle lanes, the awareness campaigns will maximize the benefits of the investments.

Mobility Management Plan for the Municipality of Padua

The Municipality of Padua (Italy) – Mobility and Traffic Dept. – completed the Mobility Management Plan in September 2010 and presented it during the SEE MMS Lecce Conference. The plan was preceded by the definition of feasibility conditions and of the legal framework of the implementation of Mobility Management. It describes the main measures that must be implemented in Padua, related to different subjects: work-

Implementation of a Mobility Center

The Mobility Center of Padua developed a tailor made mobility advisory service, provided both through a front office and multimedia tool. The Mobility Center service helps in finding the best transportation mode to get around the city, reducing the use of private car. It guides, through the exploration of the web portal, to find out the innova-

Promotion of cycling

Exhibition on culture and the promotion of cycling – Saturday 9, Sunday 10 April 2011. The event has national significance and represents a time of celebration throughout the city and to promote the culture of cycling. It is staged on the prestigious Prato della Valle, the second largest square in Europe.

Spacing between different areas, there are some initiative such as:

- Conference: organizing a conference of great speakers who treat the importance of bicycle in many aspects: cultural, environmental, health, history, sports, entertainment. Among the speakers there are famous people 'spend' in the campaign.

ers, students and citizens, as: Commuting Plan (PSCL), Advantages of the Public Transport subscriptions, Territorial Timetable Plan, Safe routes to school, Limited Traffic Zone, Bike Sharing, Cityporto – goods distribution, Communication.

In the period covered by the Mobility Management Plan it is proposed to implement the following measures:

tive services of mobility provided by the Municipality of Padua or anyway existing on the municipal territory. The Mobility Center web system gives directions for the routes using the Public Transport, accessing information about timetable, lines and interconnections. Other services furnished by the Mobility Center are: bicycle network, bike sharing, car sharing, car-pooling.

- Literature: the libraries are called upon to organize the presentation of a book theme
- Cinema: a town hall is paid to some movies on bicycle
- Fun, recreation and tourism: together with the old town cafes specific initiatives are studied and inside the historical Caffè Pedrocchi vintage bikes will be exposed.

Public Transport – tram interchange terminals

The first tram line in Padua is, actually, a north-south diameter of the tangential ring, which allows the car parks at the 2 terminals (North – Pontevigodarzere of 700 parking spaces and South – of 500 spaces) encouraging their role in the integration of private vehicles and trams.

The action on matter consists of drawing as much as possible the entering (into the city) car traffic, supporting the two car parks' role at terminals, thus ensuring an efficient and comfortable tram service for the accessibility to the central area. Expected benefits are in terms of transfer time, comfort, lower volume

of traffic on urban roads, less pollution, less noise, higher level of quality for pedestrians, lower costs of travel for those who must enter the city the same (for example: charge/discharge vehicles). In order to obtain such objectives it is foreseen:

- Installation of control equipment, park and tram fee integration.
- Adoption of tariff in a position to facilitate the integration of the Public Transport

Car sharing

The project provides for Padua an initial fleet of 10 vehicles, which will increase to 30 by 4 years, with the setting up of initial 5-station which will be then adjusted according to the fleet. The project is funded by the Ministry of Environment and was activated in 2011 with the management of urban Public Transport company. Reference to three main customer groups:

- Individuals and families
- Companies and institutions
- Tourists

To all groups of customers the same message must be given: a real benefit, positively enriched by environmental protection and economic advantage.

In order to achieve a strong exploitation of CS vehicles, it is considered extremely important to attract since now businesses, institutions and even individuals. In this regard, the first corporate fleet involved by the project will be the Municipality's one itself, so to modernize and optimize the overall vehicle fleet presently supporting all different activities.

It's also important to publicize the subscription packages, in order to make people understand that the new service provides a tailored solution for each.



Photo: Piero Grandesso, CC BY-SA 3.0

Awareness

Enhancement of rewarding – In order to promote and encourage sustainable mobility choices and behaviours it is essential to activate a system of incentives and visibility for the protagonists of virtuous actions, disposed not only to take advantage of new services, but also to change first their habits and mode of transportation, so giving to the community a clear example to follow and multiply.

Then, promotional mechanisms of rewards can be explored, based on moral satisfaction, but that could also add and combine to benefits and advantages in other sectors, such as, for example, use of other services, cinemas, museums, sports, foreign language courses, cultural events, with no substantial burden to be distributed between public and private subjects.

Mobility Management Plan for the Municipality of Lecce

In the last 15–20 years, Lecce has increased in size and the negative impacts of traffic congestions as well as air pollution have influenced the quality of life. The Municipality of Lecce has paid attention to the environmental issues and made them a priority for the current period and next future.

This has led the Municipality of Lecce to develop a Mobility Management Plan and the occasion was given by SEE MMS project. Lecce Mobility Management Plan has been a supportive step to face the challenges and also to meet the objectives of The White Paper *European Transport Policy 2010 – a time to decide* and the Green Paper *Towards a new culture for urban mobility 2007* and to increase sustainable modes of transport (Public Transport, cycling, walking) in Lecce.

The overall goal of the Plan is to support both a 'green mobility' and a 'green vision' able to develop naturally a new concept for sustainable mobility in Lecce and on the one hand to reduce:

- a. traffic congestion by making the city practicable to those who do not want or cannot use car and those who are compelled to use it;
- b. environmental impact on car transport means: reducing air pollution (from carbon dioxide and monoxide, nitrogen oxide, benzene, lead, gas black unburnt) which can make air more breathable and less polluted;

Implementation of a Mobility Center

The first aim of Lecce Mobility Center is to help locals, commuters, students and general users, institutions, organizations and companies in order to promote a more sustainable mobility by offering information on sustainable transports. The Mobility Center offers a range of services for mobility that can cover information (timetable, availability, news) ticket selling for parking ar-

- c. costs for transports; by bike and on foot, families can save money;

and on the other hand to improve:

- a. street safety by reducing hundreds of accident, both in town and out of it that involve pedestrians and bikers;
- a. the quality of life: walking and/or riding a bike on safe streets is not against health and is suitable to any age. Sustainable and rural tourism with new opportunities deriving from the use of bike and walking on safe and interesting routes; to help those who cannot use cars to move: disabled people, elderly, pregnant women, mothers and children and to promote the image of Lecce as a town for bikes, open, safe, welcoming and clean.

The 5 most important milestones on the way to greener vision and mobility within the next 5 years in Lecce are:

eas, reservations, bespoke mobility solutions, bike sharing points with a multi-lingual personnel.

As a matter of a fact, Lecce Mobility Center is also a reference point for tourists who come mainly at summer and can offer a tourist information point with free material (maps, leaflets, etc.). Information about timetables and fares, special offers for Public Trans-

ports as well as the management of complaints, information about bike lanes and sharing or safe walking routes can be available as one to one in the Mobility Center, or by phone and/or e-mail. Moreover, Lecce Mobility Center operates and coordinates the Mobility Management, dealing with projects in order to support

the implementation of activities foreseen in the field of biking, walking, Public Transport and 'green vehicles'. The Mobility Center cooperates with the Traffic and Mobility Unit of the Municipality of Lecce, and transport companies in order to cope 'hard' and 'soft' measures (infrastructures and services).



Photo: MatthiasKabel, CC-BY 2.5

Bike sharing and improvement of bike lanes

Biking is quite popular in Lecce. Infrastructures like bike lanes have been improved in the last two years and the implementation is progress so as to acquire more and longer lanes available for bikers. Upon a survey issued by Legambiente and published by Corriere della Sera, Lecce is at 16th place for bike lanes length in Italy and is the first Southern Italian city in the

same list. Cycling is considered as the transport mode of the people who live in the city center and in the nearest neighbourhood but the additional length of bike lanes is giving chance to use bikes event to suburbs. Currently there are 7 bike-sharing stations and one of them is located near Lecce Mobility Center.

Walking and safe conditions for pedestrians

With the increasing cost of gasoline, the number of pedestrians is increasing in Lecce. In the city center there are specific traffic free-areas where pedestrians can walk safely. Moreover, the Municipality has devel-

oped a plan for safe students routing so that they can go and come back from school walking in safe routes without traffic dangers. This is helping a better quality of life.

Improvement of Public Transport

The Mobility Center gathers together the Municipality's transport company SGM with other companies in the field of tourism transports as well as private transports. In order to provide intermodal information and

to promote Public Transport in Lecce, the Mobility Center offers informative packages for Lecce citizens, commuters, students and tourists.

Green vehicles

for the improvement of both air and life quality. The Municipality of Lecce has already started a project on green mobility with the introduction of 5 mini buses (9 seats each) electrically alimented without emissions. The project foresees their use within the city

center but in the next years they will be extended to the neighbourhoods around the city center. This new offer includes the use of an aboveground tube, electrically alimented, that covers currently the city center and its immediate external ring.

Mobility Management Plan for the City of Ljubljana

As a political, administrative, commercial, science and cultural center of Slovenia the city of Ljubljana is providing best employment opportunities and largest shopping, leisure and sport facilities nationwide. This makes the city a large attractor for daily commuting to work, shopping and/or leisure also beyond the borders of Ljubljana urban region.

In recent two decades the city of Ljubljana experienced dramatic changes in increase of traffic flows and in number of registered private motorised vehicles in and around the city as well as the number of cars commuting to the city, a substantial decrease of share of a Public Transport and walking in the modal split of and a considerable increase of traffic born noise and air pollution emissions.

The City of Ljubljana has ambitious goals to get among top ten cities on Mercier's scale of quality of life in cities on the globe and sustainable mobility affordable for all is one of the largest challenges in both achieving this goal and to meet the objectives of The White Paper *European Transport Policy 2010 – a time to decide*, the Green Paper *Towards a new culture for urban mobility* from 2007 and outdoor air quality standard set by the EU.

Establishment of a Mobility Department

at the level of city administration in order to strengthen cooperation between different departments and administrative units in the fields of urban and transport planning, parking regimes, operation of PT and maintenance of road infrastructure. In this manner also capacities to design, manage and implement sustainable

In this context the City of Ljubljana Mobility Management Plan is seen as an important and integral part of new Transport Strategy of the City of Ljubljana that is giving priority to walking, cycling, Public Transport and improved inter-modality and is setting highly ambitious goals for Ljubljana's modal split in 2020 that should be by 1/3 balanced between walking & cycling, Public Transport and private cars. SEE MMS Mobility Management Plan is by large also relaying upon results and achievements of CIVITAS Elan project that is coordinated by the City of Ljubljana.

The Mobility Management Plan is therefore not be considered as an additional tool of the transport policy but as a vehicle from past 'predict and provide' approach toward 'predict and manage approach' in policy making and from shift from the 'hard' transport measures toward the 'soft' mobility measures in order to provide affordable and sustainable mobility services at the level of the city.

The most important 5 tasks that have been identified by Mobility Management Plan within next 4 years are the following:

transport and mobility policy at the level of the city will be improved. Without appropriate changes of institutional design and organisational forms of the city administration no adequate changes can be expected therefore this task is also conditioning successful implementation of other tasks in question.

Mobility Management Plan for the Municipality of Ljubljana

Establishment of a Mobility Center

Since private car usage and culture are dominant in the city of Ljubljana in spite of its large potential for cycling and well established Public Transport awareness raising on alternatives to the car, promotion of alternatives and motivation for change of mobility habits will be next to providing accurate information and support in route planning the main tasks of the Mobility Center.

Hence a nationwide data base on travel times and tariffs will be provided by the Ministry of Infrastructure and Spatial Planning first in 2013 and due to restrictions of actual city budget the City of Ljubljana will first establish three Mobility Shops at the actual premises of Tourist Information Center offices.

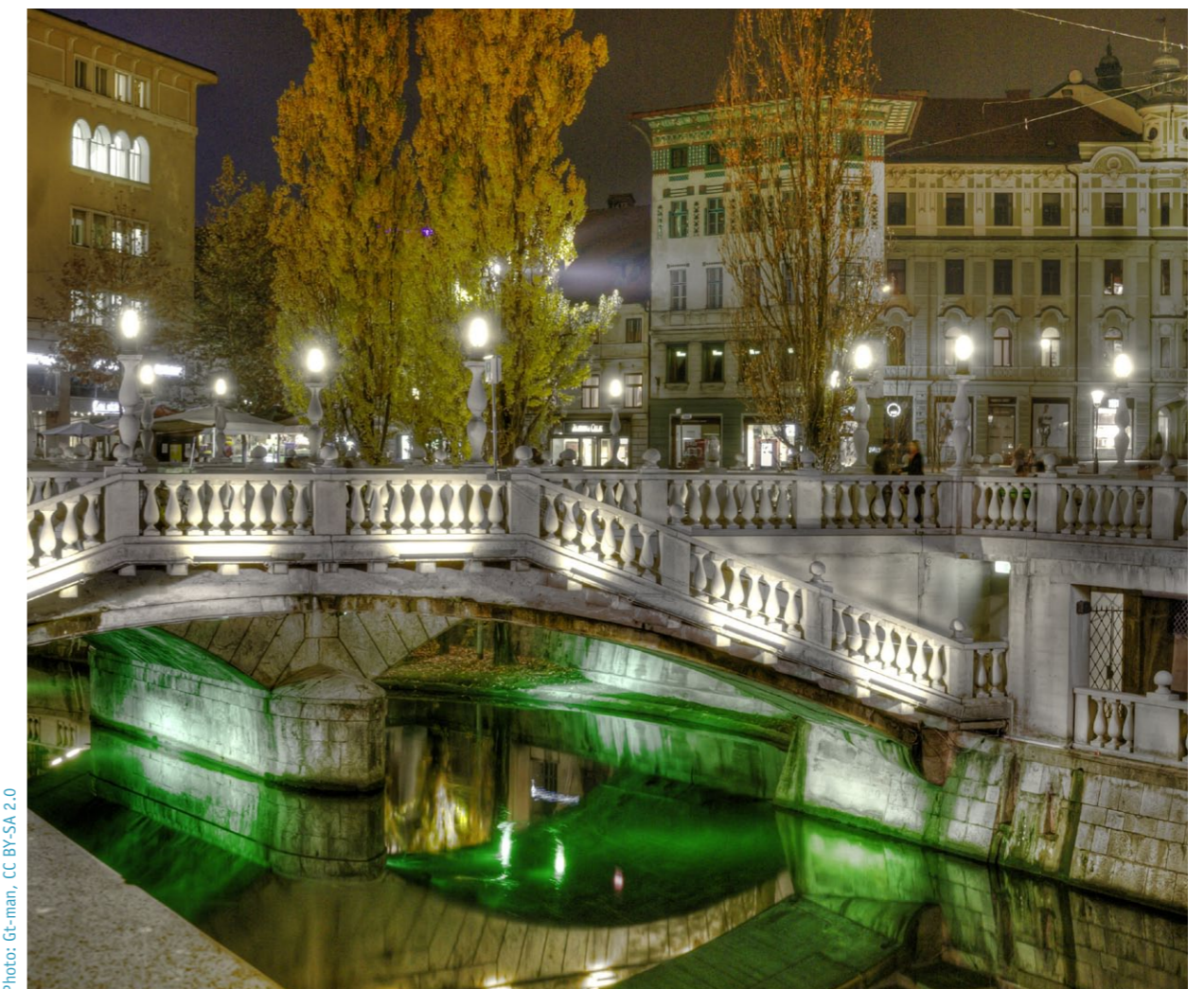


Photo: Gt-man, CC BY-SA 2.0

Mobility Shops

will provide all information related to Public Transport in the city and in Ljubljana urban area, renting of BIKELJ city bike or tourist bike and on information offices and contacts of all major PT operators in the country and will also provide support in route planning for tourists. Sells of tickets will however remain limit to URBANA e-ticket that also serves for paying of public bus usage in the city and in Ljubljana urban region.

Improvement of services and image of Public Transport

Although the city bus fleet has been successfully modernised and can provide comfort transport its major disadvantage remains low average speed of city bus lines, at very first in rush hours. Respected separate lanes for priority bus traffic will be implemented at existing road infrastructure since this would provide shorter time for PT and slow down private car traffic and in this manner providing an obvious incentive for increased use of PT.

Re-routing of certain bus lines will be also considered in order to provide faster and more direct access of

On this basis the forthcoming Mobility Department of the City of Ljubljana will develop as one of its first and most urgent tasks transformation of one of the Mobility Shops into fully operational Mobility Center with strong mission on networking of all stakeholders that will contribute to achievement of the goals of the new Transport Strategy of the city and with exposed tasks in promotion of walking, cycling and PT in the city.

certain new generators and attractors of the traffic in the city. Low emission alternative fuel (natural gas) vehicles are getting introduced to the city bus fleet in order to improve outdoor air quality at very first at main bus transport corridors in the center of the city. Last but not least the image of PT will be improved where the role of Mobility Center will be incremental in both coordinating activities and implementing the tasks related to better public acceptance of priority of PT in the city and its popularity among the residents.

Improvement of infrastructure and traffic

Cycling is quite popular in Ljubljana and even after rapid increase of car usage in recent three decades its share in modal never dropped below 10% and is in recent times slowly but steadily increasing. The size, the topology (flat terrain) and the climate of the town are making cycling very convenient in Ljubljana and the city has already developed basic network of cycling paths and lanes in total length of 168 km.

The major challenge is to provide direct, safe and comfortable cyclist routes to and through the city center. Many small reconstructions will be needed to improve poor quality of many sections of the network and some major reconstructions of the road infrastructure will be needed to avoid bottlenecks a/or detours at major cy-

Making walking safe and popular

In recent four years motorised traffic restricted areas ('car free zones') in the center of the city were tripled in size and initial resistance and scepticism was replaced by general and strong acceptance of the measures that are turning the streets at the center of the city back to people respectively cultural and leisure activities.

Yet out of the city center there are many places where walking is neither pleasant nor safe – even in shop-

ping areas where shops can be actually accessed only by walking from nearby parked cars. When improvement of conditions for walking outside the historical center of the city should remain permanent tasks also the first 'shared spaces' will be created in order to give pedestrians and cyclist more space without prohibiting the use of cars but rather slowing their speed down to the level where they do not present a major risk.

cling corridors and enable direct line of cyclist at intersections. The city will also extend no-motorized traffic zones and reduced speed zones in order to improve safety of cycling and allow counter flow cycling in one-way streets in order to improve direct accessibility by bicycle. By design and overall application of corporate identity of cycling the city will also send clear message to the citizens and visitors that cyclist are welcome in Ljubljana whereas concrete awareness raising and promotion activities will be carried out by Mobility Center in partnership with different NGOs, schools and bicycle services providers.

ping areas where shops can be actually accessed only by walking from nearby parked cars. When improvement of conditions for walking outside the historical center of the city should remain permanent tasks also the first 'shared spaces' will be created in order to give pedestrians and cyclist more space without prohibiting the use of cars but rather slowing their speed down to the level where they do not present a major risk.

Mobility Management Plan for the City of Iași

Iași is facing in last 10 years an alarming increase of traffic flow and car number in combination with a consequent decrease of air quality and environmental conditions that has to become a main priority for public decedents. An old infrastructure and a less modernised Public Transport imposed urgent measures at the local and regional level in Iași and more and more actions have been taken lately.

The Mobility Management Plan, issued in cooperation with the Local Public Transport Company is combined with other concrete measures: modernisation of the railway infrastructure all over the city, complete modernisation of the road infrastructure in the city through European funds project, a new system of Traffic Man-

agement by the end of 2014, an important program of Public Transport modernisation and cycling promotion (through Civitas Program). All these actions will contribute to the improvement of the traffic and life quality in Iași in the near future.

The main goal of the Mobility Plan is to encourage the use of Public Transport, cycling and walking in order to reduce pollution, greenhouse gas emissions and traffic jam by improvement of urban mobility in a sustainable way.

The most important steps undertaken by Iași during last 3 years in direct connection with SEE MMS topics are:

Implementation of a Mobility Center

The Mobility Center Iași main task is to promote Public Transport and to offers different types of services for mobility such as information (maps, timetable of buses, trains, local and national buses, airport flights, deviation of Public Transport) support for reservations for buses, trains and flights, alternative mobility solutions, bike renting points and bike ways, maps of biking ways, info about bike events, special demos for

children and adult with mini trams and mini-trains (hand made), special events in partnership with local Associations and NGOs, meeting place for events dedicated to public information and promotion of Public Transport. A digital info-kiosk available 24/24 at the entrance of the Mobility Center available by the end of project will provide all the info on-line (timetables, maps etc) and a ticket selling point.

Biking and Walking

In last 3 years cycling become a more and more adopted way of travel, especially by the young generation. First 11 km of biking ways have been open to the public in 2011 and more 40km will be ready by the end of 2012. A special program of free rental of bikes has been successfully implemented in Iași starting last year and it

becomes permanence during 8 months of the year (the other 4 month we usually face hard winters). Awareness campaigns among students have contributed to the success of biking implementation in Iași. New and improved pedestrians sides are under construction in Iași and will be delivered by the end of 2014

Mobility Management Plan for the City of Iași

Public Transport

The Mobility Center promotes all different modes of Public Transport, especially the local RATP. Information and special events are part of the awareness strategy.

Awareness

Events organised at the Mobility Center with local NGOs, RATP, schools and media representatives improve the perception of mobility issues in Iași. The Mobility

week is already a tradition in Iași and will be this year organised also in the Mobility Center Iași.



Photo: Stefan Schlautmann, CC BY-SA 2.0

Mobility Management Plan for the Municipality of Varna

The Varna Mobility Management Plan is a document describing how to implement Mobility Management measures in Varna in the next five years. It sets out the planned measures and responsibilities for implementation, how measures are to be implemented and a realistic implementation time schedule.

The key principles of the Varna strategy include:

- The need to minimize traffic impact in the municipality of Varna

Biking & Walking

In a first step the Municipality will implement a survey on Bikers / pedestrian needs and demands that will help to improve the bicycle infrastructure in a long-term perspective. Varna will also extend the network of bicycle lanes and pedestrian roads and a number of awareness campaigns in schools, kindergartens, public services, private enterprises (e.g. events in pedestrian streets, organization of events with bicycle race etc.)

Public Transportation

The City of Varna like the surrounding municipalities is connected with urban buses. In order to reduce the use of private cars and to minimize the traffic impact,

- The need to provide information on affordable and sustainable mobility for inhabitants and visitors

The Varna Mobility Management Plan consists of a package of activities to encourage and support more sustainable travel patterns and includes measures to promote and improve the attractiveness of using Public Transport, cycling, walking as alternatives to drive-alone trips.

The Fields of Implementation include the following actions:

are planned to promote and support the investments in infrastructure. Cycling policy is a permanent task and the Municipality of Varna will continuously improve in order to achieve a measurable shift from private car use towards more sustainable modes of transport and thus to reduce pollution and other traffic related problems within the Municipality of Varna.

two new minibus lines will be implemented and then promoted through the Mobility Center.

Mobility Management Plan for the Municipality of Varna



Photo: Marcel601, CC BY-SA 3.0

Information and advice

The main aim of the Varna Mobility Center is to facilitate the use of Public Transport for passengers and future passengers and to serve as a good integrated information service for all users not using their private car. Apart from counselling (timetables, companies, locations, fares), the Mobility Center will also promote other sustainable modes of transport e.g. walking and biking and build awareness in schools, companies and

the public sector. The prime motivator for operating the Mobility Center is to get more potential users to actually try out new options and to eventually change habits and behaviour. The Center will be staffed with two persons with the suitable qualifications and will provide the right information to the right people in the right time, since this is one of the most important keys in getting more people to change travel behaviour.

Building awareness

Mobility starts off in the head. Everyday people have the chance to change their habits and to take a new decision on how to be mobile. But usually people do not question their habits and routines and this is where awareness-building campaigns take place. The planned campaigns for Varna will influence peoples' awareness, attitudes and travel behaviour – and encourage

cycling, walking and the use of Public Transport. Together with 'hard policies' like e.g. the building of new bicycle lanes, the awareness campaigns will maximize the benefits of the investments.

Mobility Management Plan for the City of Belgrade

The City of Belgrade is in constant search for better transport solutions, therefore it is continually to improve its traffic policies and to create new financing programmes in order to create better environment regarding mobility and traffic. The basic strategic objective is to create and develop Belgrade traffic system, which will enable sustainable mobility of citizens, provide support to rapid urban development of the city and its competitiveness in the region and in the South-east Europe.

The overall current situation in Belgrade, regarding mobility and traffic, is unsatisfactory. Major problems are too large number of cars, bad infrastructure and as consequence, huge air pollution. The main pollution factor in the city is road transport. The average annual concentration of CO is (7.9 µg/m³), H0x (125 µg/m³) and lead (1.1 µg/m³).

The City of Belgrade is at the crossroad of international and state roads. In the earlier period, before 1991 Belgrade was one of the European metropolises, very important for the whole Southeast Europe. Today, Belgrade is capital of the Serbian state, while other cities like Vienna, Budapest and Thessaloniki are important cities traffic wise in this region.

With expected economic development and increase in employment rate the existing traffic system of Belgrade will not be able to provide suitable level of serv-

ices. This system will limit economic as well as any other development, it will not provide infrastructure for the necessary mobility.

The Belgrade Mobility Management Plan is a summary of activities that should provide a shorter travel time, reduction of gas emissions and promote use of bicycles as transportation means, walking to work with aim to improve quality of life for the citizens of Belgrade. The objectives of Mobility Management Plan are:

- Creation of conditions for alternative forms of transport and decrease in car use
- Increase the participation of Public Transport in the overall transportation of citizens particularly of trolleys, bikes and boats (river transport)
- Providing information to users on the best transport means in Belgrade
- Construction of infrastructure (bicycle lanes, increase tram lines and introduction of river transport) at the moment are set as top priority in achieving MMP

The foreseen activities are:

Transport, Department of City Planning, Department of Environmental Protection, Public Transportation Company of Belgrade, Belgrade Tourist Organization and the Directorate for Land Development.

The Budget for the formation of Mobility Center has to be calculated within the annual budget of the city of Belgrade. The responsibility for the implementation of MMP as well as the organization lies upon the Investment Agency and Secretariat of Transport.

Formation of Mobility Center

The formation of the Mobility Center is crucial for the implementation of the Mobility Management Plan in general. It is envisaged as center, which will employ trained staff. The place is provided in the Secretariat of Transport of Belgrade with the possible Mobility Center info desks throughout the city.

It will be place for the exchange of information regarding public and private transport and transportation in general. The Mobility Center will collaborate closely with the Agency for investments, the Secretariat of

Mobility Management Plan for the City of Belgrade

Bicycle traffic

The aim of the development of bicycle traffic in Belgrade is to increase the promotion of bicycles as transportation means and to build new bicycle lanes in addition to already existing 80km of bicycle lanes. The ultimate goal is to reduce emissions and promote of bicycles as a means for health improvement.

Belgrade is a city of approx. 2,000,000 inhabitants and is divided into two parts: New Belgrade (next to the rivers) and Old Belgrade (which is rather hilly). The problem is the lack of safe and comfortable bicycle lane and non-observance of cyclists by other traffic participants.

This project is primarily oriented towards young people who live and work in neighbourhoods where the terrain is suitable for the use of bicycles. The City of Belgrade has the intention to further develop a network

of bike lanes through its Directorate for Land Development, especially because according to EU project two European cycling lanes 6 and 11 are passing through Belgrade.

The cooperation with media for the popularization of bicycles is necessary in order to make this project successful, but also the support of cyclists associations and bicycle producers is required.

The budget for this project would be provided through the Investment Agency of Belgrade in 2012, the Secretariat of Transport in 2012 and budget of Belgrade Land Development Public Company 2012. Responsibility for the implementation of this project lies upon the Secretariat of Transport, Investment Agency of Belgrade and Belgrade Land Development Public Company



Photo: Orjen, CC BY-SA 3.0

Mobility Management Plan for the Municipality of Glamoč

The Municipality of Glamoč is planned to be a sole carrier of activities related to increase of non-automobile mobility in the area. Its departments for Cadastre/Property Issues and Social Affairs will be most directly involved in the development and implementation of the project.

Glamoč urban development has stalled since the end of Bosnia and Herzegovina civil war. Even then the city and its immediate surrounding were ill designed to accept volume of vehicular traffic, despite pronounced natural benefit of having enough space to develop. The municipal development plan tries to address this putting emphasis on bicycle and pedestrian mode of transport.

Glamoč city and its neighbouring area lay in a flat plain that makes it easily accessible by bicycle and on foot. Lack of organised Public Transport increases level of usage of personal vehicle, which in part could be replaced with bicycle or pedestrian transport. Glamoč is geographically relatively isolated and the nearest neighbouring town is some 34 km away. However, Glamoč economical and agricultural area is all in radius of 15 km.

Cycling in Glamoč

is recognized as very important in achieving a balanced transportation system and promoting an active and healthy lifestyle. Nevertheless, there are no bicycle lanes in Glamoč so far. The new construction will

Considering that Glamoč is a small city with a high potential for economical and cultural development and recognising the growing sensitivity of its citizens to environment, health and social cohesion, the Municipality of Glamoč is facing the challenge and takes the opportunity to improve the sustainability, accessibility and quality of life in Glamoč. The Mobility Management Plan provides the guidance for the upcoming 5 years to improve infrastructure but also to implement education, information and awareness-raising campaigns. A reliable baseline survey of habits, attitudes and needs will focus on pedestrian and cycling environment in the municipality of Glamoč. The primary purpose of the survey is to quantify current behaviour and needs in e.g. cycle parking and service facilities for cyclists and extension of bicycle lanes network.

The survey results are the basis for further development of specific measures in the Municipality of Glamoč in a long-term perspective. They are essential to identify target groups that are receptive to change their travel behaviour and indicate how these audiences could be approached.

encourage the public to leave their car and to use bicycles for short to medium distances and thus to travel in a safe and sustainable way in and around Glamoč.

Mobility Management Plan for the Municipality of Glamoč

Walking & hiking in Glamoč

is recognized as very important supplement to vehicular transport and leisure activity and part of healthy lifestyle. So far there is a 0.7 km of sidewalk, all located in the city center. The extension of the sidewalk network in Glamoč will encourage the public to leave their car and to use their own foot for short distances

and thus to travel in a safe and sustainable way in Glamoč. Furthermore, sidewalks and pedestrian roads that connect center of Glamoč and its several recreational sites at the outskirts of the city will offer even more opportunities for citizens to walk.



Photo: Juhovac, CC BY 2.0

Mobility Management Plan for the City of Trogir

The Trogir Mobility Management Plan consists of different activities to encourage and support more sustainable travel patterns and includes measures to promote and improve the attractiveness of using Public Transport, cycling, walking as alternatives to drive-alone trips and promote the boat traffic on local destinations.

The fields of Implementation concern the areas of Biking & Walking, Public Transportation, boat transporta-

tion, Information & Advice and building of awareness. The Trogir Mobility Management Plan serves as a guide for reducing vehicle miles travelled and the associated emissions, while also improving the conditions for the usage of bicycle, walking, Public Transport and local boat transport lines as sustainable modes of transport in every day mobility in order to achieve a high quality of life and improved mobility for the citizens and visitors of Trogir.

Bicycles and pedestrians

In a first step the Municipality will implement a survey on Bikers / pedestrian needs and demands that will help to improve the bicycle infrastructure in a long-term perspective. Trogir will also extend the network

of bicycle lanes and pedestrian roads and a number of awareness campaigns are planned to promote and support the investments in infrastructure.

Awareness

In 2010 Trogir applied for the participation in EU Mobility Week Project pointing exactly the same ideas of sustainable development and promoting a concept of

living without cars. Trogir is planning to participate in the Project this year as well.

Public Transport

The City of Trogir like the surrounding municipalities is connected with urban buses. In order to reduce the use of private cars and to minimize the traffic impact, two new minibus lines will be implemented and then promoted through the Mobility Center. Three urban bus lines serve the urban transport, while several more

bus lines serve the transport connection of Trogir with regional center Split. During the summer season, when the number of transport users is multiplied introduction of additional shipping lines would be more than justified.

Mobility Management Plan for the City of Trogir

Mobility Center

The planned Trogir Mobility Center aims to facilitate the use of Public Transport for passengers and future passengers and to serve as a good integrated information service for all users. The Center will be on dispo-

sition to the citizens and tourists with at least two qualified persons. Being available for the users with the right information is the only way to make a people change their travel habits.



Photo: Adam Jones, CC BY-SA 3.0



Photo: Schiffer/eltis.org

5

The Mobility Centers in SEE

Mobility Centers are service facilities that offer information and services in the field of mobility and all sustainable means of transport. In best case a Mobility Center is a one-stop-shop for all questions about sustainable mobility and transport.

Mobility Centers are spreading all over Europe while the services offered and the respective frameworks are very different. The core business of a Mobility Center is information and ticket sales. Moreover organizational services, like bike rental business, Car sharing or the arrangement of flexible offers are covered by Mobility Centers.

A Mobility Center's main aim is to ease the getting of information about Public Transport for customers and also to provide information and services on alternative, sustainable modes and services, e.g. carsharing, carpooling, bicycle renting and ticket services. Thus a Mobility Center is a valuable contribution to change people's mobility attitude and travel behaviour.

Another intention to set up a Mobility Center is the joining of forces of companies and institutions of one region thereby opening the possibility of saving money and providing a much better service – i.e. shorter wait-

ing periods, longer opening hours, more information, additional services and this for the whole range of mobility.

Target groups of a Mobility Center are PT users, potential users, but also people who don't use Public Transport at all.

In the long run the customer – oriented service in addition to the economical benefit leads to a noticeable increase in the number of PT users and thus improves accessibility to cities and regions. Moreover the work of the Mobility Center contributes to reduce costs resulting from car traffic by changing travel behaviour. These reductions regard infrastructure costs as well as indirect costs caused by car traffic, such as accidents, noise, emissions.

Fundamental aspects when set up Mobility Centers are the questions of the organising institution (mostly municipalities, Public Transport Operators or Tourism organisations) as well as of meaningful co-operations. Quite often Mobility Centers are linked with leisure time, cultural and tourist information, using synergies by exploiting the existing infrastructures.

Tasks and Services in a Mobility Center



- Sale of tickets (regional, national, international) and accessory
- Bike and bicycle trailer rental
- Planning of trips and excursions with Public Transport
- Professional and effective management of complaints
- General and individual mobility consultancy e.g. travelling information for tourists, visitors, companies
- Campaigns for customer acquisition and customer satisfaction

Apart from free and customer-orientated, easy and comprehensible timetable and tariff information, a Mobility Center offers:

- Information about transport offers for the entire trip with Public Transport (e.g. door-to-door, nationwide, involving all means of transport)
- Reduction of travel costs and travel time by identifying low priced alternatives, reductions, free fares and special trains or busses
- An independent comparison of tariffs
- Councelling for special offers made by the city, province or region. (e.g. collective taxi, special event combi tickets)
- Information and consultancy for alternatives to the private car (e.g. CarSharing and car pooling)

Moreover, as an interface between Public Transport Operators and users, Mobility Centers can offer:

- Co-operation in improvement of accessibility of destinations
- Co-operation in quality assurance
- Advisory service regarding Public Transport- 'bestseller'
- Development of additional business areas (e.g. management of major events, maintenance of mobility data bases)

In some cases Mobility Centers also arrange and offer services for individual traffic, respectively (vignettes, parking tickets, rental cars etc.). These offers should help to establish contact with non-users of eco-mobility and encourage them to use Public Transport.

Requirements for a successful implementation

Personnel requirements

In the Mobility Center the spectrum of tasks includes the provision of information by phone, in written and personal, as well as advice regarding all issues of Public Transport, ticket sale, planning of trips, bike rental, CarSharing – advisory service, info-stand support, management of information material, general office work.

Thus the job profile includes:

- Interest in topics 'Public Transport' and 'Soft Mobility'
- Experience in using the Public Transport System
- Good communicative abilities
- Pleasing phone voice
- Service-orientated, good social skills
- Good manners
- Good IT-skills (MS Office and Mozilla)
- Familiar with general office work

Technical requirements

Besides good lightening and customer-friendly furnishing the professional provision of Information and advice in a Mobility Center requires some technical equipment in order to ensure fast and non-exhausting work flows:

- Computers with 17" screens (min)
- Modern telephon-system incl. Headsets

- Good command of English
 - Tolerance for stress
 - Flexibility
 - Team-orientated
 - Ability to work independently and sensibly
 - Organisational talent
 - Willingness for learning and ongoing education
 - Humorous and outgoing personality
- Of further advantage are:
- Local knowledge of the city and surrounding area
 - Marketing and sales experience
 - Geographical knowledge of city/region/country

- Software: MS office (or similar), Internet browser (latest version)
- Photocopier, Fax, Scanner
- Printer (b/w and colour)
- Highspeed broadband Internet Access

Pilots in partner's cities

The Mobility Center in Athens, Greece



The Mobility Center of Athens, created under the SEE MMS Programme, opened its gates on 10 April 2012, with the aim to contribute to the improvement of accessibility as well as the quality of life in the city of Athens.

The structure has been designed to cover the main fields of activity, with the overall goal to support 'green mobility' in Athens, to improve air quality by promoting sustainable and environmental friendly forms of mobility and thus to foster a better quality of life in the capital of Greece.

The Center serves as a one-stop-shop providing residents and visitors sound information on mobility (offering PT timetables and tariffs information, information on alternative modes of transport: biking, walking etc.) and also consulting them on combinatorial transport (selection of the optimal path and the optimal combination of means of transport). Such information is delivered via personal consultancy, by phone and also by a range of electronic technologies, pre and during the trip.

The Center, via certain publicity and networking activities, raises awareness and encourages the use of alternatives to the car (bike, walking, etc.) that are already in place, with the aim to promote the greening of transport in Athens. Such promotional projects are carried out by the Mobility Center's personnel, but also supported by a network of volunteers coordinated and supervised by Mobility Center of Athens.

The basic objective of the Mobility Center of Athens is to become a strong structure that will serve not only as a service and information center for residents and tourists, but also as the operating and coordinating unit of Mobility Management in Athens.

The Center will offer, organize and coordinate various types of Mobility Management service across Athens, in order to provide an alternative to single car usage and will also focus on education in schools, kindergartens, companies etc. This may include also e.g. training of hotel or shopping center personnel to provide mobility information to customers. The aim of the provided information/advice/education is to encourage the adoption of an environmentally friendly and also human friendly transportation model.

The Mobility Center will support and offer advice for the implementation of new services to traffic generating sites such as companies, schools, concerts, sports matches, fairs and hospitals. Through this, the Mobility Center seeks to support and influence the way in which people travel to the site.

The Mobility Center's personnel have been appropriately trained in order to meet the requirements for the best possible provision of the above services.

Mobility Center of Athens is located in Athens Tourism & Development Agency Info Point, in Athens International Airport *Eleftherios Venizelos* – Arrivals Level – Area A and is open Daily & Weekends 8.00 to 20.00.

Pilots in partner's cities

The Mobility Center in Elefsina, Greece



The Elefsina Mobility Center has been established in the Elefsina city hall main building since the beginning of December 2011. The criteria for selecting the location was that the city hall is located in the center of the town and also to keep the operational costs low

since the Mobility Center uses resources from the Municipality. Its operation until now shows a slow but steady acceptance from citizens to a change attitudes and travel behaviour.

The Elefsina Mobility Center is a key measure within the Elefsina Mobility Management Plan, which is considered a dynamic package of measures and campaigns, which also takes into account the difficulties that the current situation in Greece raises.

The key role of Elefsina Mobility Center is to contribute in minimizing the traffic impact in the Municipality of Elefsina, to promote alternative modes of transport to the private car and finally to provide information on affordable and sustainable mobility for inhabitants and visitors. On the other hand a major objective of the Elefsina Mobility Management Plan best practice will be to extend the network of bicycle lanes and pedestrian roads and to carry out a number of awareness campaigns in schools, kindergartens, public services, private enterprises.



The Mobility Center in Padua, Italy

The Mobility Center Padova is a service developed and provided by the Municipality of Padua, Mobility and Traffic Dept.

The M.C.PD has officially been inaugurated on December 19th 2011 in the presence of the main city authorities and stakeholder representatives.

The service is provided using two different modalities: the front office located in the train station building and the web portal available at: www.mobilitycenter.comune.padova.it. The M.C.PD front desk is situated in an office shared with local Tourist Information Service; it's open Monday to Saturday 9.00 to 14.00 and on some of the most relevant bank holiday (December 26th, Easter Monday, May 1st, City Patron).

The equipment available in the office is: one computer with two monitors (one for the operator and one for the user) a 'Totem' – touch screen device for the users to access the web portal – and two printers.

The Sustainable Mobility Advisor manages the office: the user can have information regarding Public Transportation, cycling routes, bike sharing, car-pooling and car sharing. All these information are provided using the M.C.PD web portal or flyers and brochure available in the office.

The M.C.PD web portal (www.mobilitycenter.comune.padova.it) is a dedicated web site that provides either interactive tools or information regarding the sustainable mobility in Padua.

It's divided into 6 main sections:

- **Get around:** a tool based on Google Traffic that provides directions using the Public Transportation (time table, exchanges point, lines);



- **Mobility advisor:** it's a tool that allows a tailor made advice on sustainable mobility for commuters;
- **Bikes, Shared cars and Public Transportation:** provides information about these transportation systems;
- **Sustainable mobility:** a space where to deepen the subject of sustainable transportation by sharing best practices, analyzing study cases or discussing innovative transport solutions.

The first version of the web site has been released December 19th 2011; the second version on April 16th 2012, together with a massive communication campaign. The daily average affluence to the Mobility Center is about 50 contacts (physical + phone + mail)

The Mobility Center in Lecce, Italy



Lecce Mobility Center was officially opened November 29th, 2011 and is located at the main entrance of the city in Viale Porta d'Europa (from Brindisi). The location was chosen by the Municipality (Traffic and Mobility Unit) for its strategic position (5 minutes walking from the University; 10 minutes walking from the city center both new and ancient hub; 15 minutes walking from the train station) and apart from its main venue, there are 2 stands located all over the city (more than one in each neighbourhood) that offer the same information and multiply the presence of the Mobility Center in the entire area of the city.

The Mobility Center offers a range of services for mobility that covers information (timetable, availability, news) ticket selling for parking areas, reservations, alternative mobility solutions, bike sharing points with multi-lingual personnel.

Services offered

Information on urban and suburban transports; parking areas management; bike and car sharing, car pooling; Ticket selling for urban and suburban transports (one day; weekly and monthly travel cards) ; parking areas; bike sharing.

Since its opening Lecce Mobility Center has increased its range of services for mobility As a matter of fact, Lecce Mobility Center is also working for being a real reference point for tourists.

Lecce Mobility Center can cover such needs thanks to its personnel and the presence of a cooperative called *Theutra* whose mission is helping tourists in problem solving and suggesting solutions suitable for tourists (tours, reservations, cultural offer, transfers, etc.).

Moreover, the parking area of the Mobility Center mainly addressed to tourists' buses that are not allowed to circulate in the city is now equipped with an area for local buses doing transfer from and to Brindisi airport and with the service called SALENTO IN BUS. A way to visit Salento area with a cheap and ecological approach with daily tours allowing tourists to visit both the Ionian and the Adriatic coasts.

At the Mobility Center, tourists and inhabitants can find information and pick up free material (maps, leaflets, free press with events etc.).

Lecce Mobility Center location at the main entrance of Lecce can be considered a good choice with a strategically view. Moreover SGM took the decision to improve the Mobility Center activities with additional small stands offering the same information and multiplying the presence of the Mobility Centers in Lecce.

SGM management is working on creating new services on the model of partners' good practices.

Mobility Shops in Ljubljana – a first step towards Mobility Centre in Slovenia's capital

Well-attended and successful the SEE MMS conference *MOBILITY MANAGEMENT AND MOBILITY CENTRES – European experiences and challenges in Slovenia*, that was organised in September 2011 in Ljubljana has triggered new actions in the field of sustainable mobility in the capital of Slovenia.

By changes of activities of CIVITAS Elan project that is lead by the City of Ljubljana, the city decided to open 3 Mobility Shops as the first step toward a Mobility Center. Representative of City of Ljubljana therefore in October 2011 joined in Graz the SEE MMS training for Mobility Center staff, organised by FMG AMOR.

Mobility Shops that are operated in partnership with Tourist Information Center Ljubljana are providing information on Public Transport in Ljubljana urban region, URBANA e-ticket that can be also used for Public Transport in Ljubljana and on recent and very successful Ljubljana city bike scheme.

Within its recent Transport Strategy the City of Ljubljana is planning to establish a mobility department that will be also in-charge for transformation of Mobility

Shops into a Mobility Center. In the meantime REC Slovenia will provide support to the Mobility Shops in understanding mobility management and gain both from SEE MMS Mobility Management Plan for the City of Ljubljana as well as from SEE MMS Mobility Center's network.



The Mobility Center in Iași, Romania

Iași Mobility Center was created by Iași Municipality and officially opened May 9, 2012, on Europe's Day, in the presence of the main city authorities, stakeholders, local and national televisions and radio and local newspapers.

Mobility Center Iași is located in the largest district of the city, called *Alexandru cel Bun* with more than 30,000 inhabitants. The location was chosen by the Municipality for its strategic position – main district of the city, in a area with a extended traffic and all means of Public Transport present nearby (trams, buses, trolleys), in the proximity of the Central Train station and a future major project of infrastructure development of the city (a bridge/passage over the railway linking the district with the city center).

The location has 2 main halls, one in front for public relations and one meeting room for various events (exhibitions of Public Transport, meetings, conferences, presentations etc) on sustainable mobility topic.

Services offered

The Mobility Center offers different types of services for mobility such as information (maps, timetable of buses, trains, local and national buses, airport flights, deviation of Public Transport) support for reservations for buses, trains and flights, alternative mobility solutions, bike renting points and bike ways, maps of biking ways, info about bike event, special demos for children and adult with mini trams and mini-trains (hand made), special events in partnership with local Associations and NGOs, meeting place for events dedicated to public information and promotion of Public Transport.

A digital info-kiosk available 24/24 at the entrance of the Mobility Center will have available by the end of project all the info on-line (timetables, maps etc).

In present, there are negotiations with the Local Transport Company RATP for a ticket selling point in the Mobility Center Iași. The personnel were trained in the project and is speaking Romanian, English, French,



Italian and is serving not only Iași inhabitants, but also tourists.

The operational hours are Monday to Friday 8.00–17.00, except Thursday – opened between 8.00–18.30 and Saturday 8.00–13.00. The pilot Mobility Center services will be extended in the future to other municipal premises in other 5 locations, covering all city districts.

The equipment available in the office is: in the front room: two computers from which one computer specially dedicated to information and on-line reservation only, one large screen LCD for information, one colour printer. In the meeting room there are one video projector, 2 displays, one large (3x5 m) screen for video projections, 30 chairs (with possibility to be extended to 50). Outside, in front of the Mobility Center Iași, there is an info-touch kiosk that will be adapted to display also mobility info available at the front desk.

At the Mobility Center Iași, both tourists and inhabitants can find information and pick up free material (maps with the city on one side and Public Transport lines on the other, timetables, leaflets, NGO events etc.) and get support for on-line reservation and buying of tickets.

The Mobility Centers in SEE

Pilots in partner's cities

The Mobility Center in Varna, Bulgaria



Varna Mobility Center was officially opened May 16th, 2012. The location was chosen by the Municipality (Traffic and Mobility Unit) for its strategically position (10 minutes walking from the University; 15 minutes walking from the city center both new and ancient hub; 20 minutes walking from the train station) and apart from its main venue, there are 2 stands located all over the city (more than one in each neigh-

bourhood) that offer the same information and multiply the presence of the Mobility Center in the entire area of the city.

The Mobility Center offers a range of services for mobility that covers information (timetable, availability, news) ticket selling for parking areas, reservations, alternative mobility solutions, bike sharing points with multi-lingual personnel.

Services offered

Information on urban and suburban transports; parking areas management; bike and car sharing, car pooling; Ticket selling for urban and suburban transports (one day; weekly and monthly travel cards) ; parking areas; bike sharing.

At the Mobility Center, tourists and inhabitants can find information and pick up free material (maps, leaflets, free press with events etc.).

Varna Mobility Center Location can be considered a good choice with a strategic view and Mobility Center Varna management is working on creating new services on the model of partners' good practices.

The Mobility Centers in SEE

Pilots in partner's cities

The Mobility Center Belgrade, Serbia

Mobility Center Belgrade was official opened on 24th of April 2012. It was opened by Mr. Igor Curlin, Deputy Director of the Department for Investments in the Council of Belgrade. The officials from the city's Traffic Department were present at the opening.

The Mobility Center is ideally positioned at the main Square of Belgrade and is operated by the Tourism Organization of Belgrade. The service is provided at the three info desks of the Tourism Organization equipped with computers, maps, and various free information leaflets. Moreover, very informative and continually updated site of Tourism Organization of Belgrade is available: www.travel-belgrade.com

Opening hours of the Mobility Center are Monday to Saturday 9.00 to 21.00. and Sunday 10.00 to 15.00.

Mobility Center Belgrade offers range of services such as general information on transport urban network that include information on urban transport lines, destination, timetables as well as ticket fares and travel passes, parking facilities, pedestrian routes and bike lanes and general tourist information. The average number of users in high season May to October is 200,



while in low season the average number is 100 users daily. Its location at the main Belgrade Square and distinct logo makes it easily accessible and its friendly interior and staff makes the visit to the Mobility Center pleasant experience both for tourists and inhabitants of Belgrade.

The Mobility Center Glamoč, Bosnia and Herzegovina



The Mobility Center of Glamoč is located at the small town Glamoč in the west part of Bosnia and Herzegovina.

The Mobility Center officially opened its doors on 14th of May 2012. It was opened by Mr. Sinisa Solak Deputy Director of the Department for Communal and Legal Issues at the Municipality of Glamoč.

It is operated by the Hiking organization Busija and for its purposes it is appropriately located at the very center of this small town. Premises are equipped with computer, maps and public operator timetables and opening hours of Glamoč Mobility Center are Monday to Friday form 7.00 to 15.00.

Services provided are general information on Public Transport lines, information on ticket fares and tourist information.

The Mobility Center Trogir, Croatia



The Mobility Center Trogir is situated in the historic Croatian city of Trogir on the Adriatic coast. Ms. Dajana Dulcic Ivic, Consultant for Environmental Issues at the Council of Trogir opened it on 4th of May.

The Mobility Center Trogir is operated by Organization for Public Services and Parking Facilities TG Holding. It is established in the core of the city's old town, which makes its position ideal for tourists since the old town of Trogir is museum in its own right.

The Mobility Center is opened from Monday to Saturday form 9.00 to 17.00.

It is equipped with computer, maps, brochures that are distributed to all interested users. Services provided in the Mobility Center Trogir are general information on transport urban network that include information on urban transport lines, destination, timetables as well as ticket fares and travel passes, information on parking facilities and general tourist information. Since its opening on 4th of May approximately 1200 users have visited Mobility Center of Trogir but much more are expected to benefit from it services in the peak season from June to October.



6

The SEE Mobility Center Network

All over Europe Mobility Centers increasingly develop, although very different in services, public appearance and as well organisation and financing.

A co-operation of Mobility Centers in Europe is almost inexistent or takes place only in a very limited scale. So far there are no existing networks or federations, thus there is certain vagueness about the offers for the user and lack of transparency for potential financing bodies. Since there is no existing institution or organisation that could represent the heterogeneous group of European Mobility Centers the first step towards an Europe-wide federation is the implementation of a 'loose' network to support the establishment of standards and to represent a further step towards professionalization, with a common appearance/symbol helping to spread

the services to the clients and attract broader attention.

The Network aims to ensure a transnational permanent infrastructure to facilitate, promote and to further develop Mobility Management services in SEE Europe. The network of Mobility Centers will act as a rich, collaborative, interactive environment that will distribute and replicate information among the member nodes and for the public in general.

To this end SEE MMS has developed an innovative information platform to collect and to interlink all Mobility Centers, data and available knowhow in the project area and set a milestone in informational and promotional measures for a sustainable and environmentally friendly mobility all over Europe, the:

SEE Mobility Center NET **the first European Network of Mobility Centers**

Benefits of a Mobility Center Network

In general a network is intended to be a supportive system of sharing information and services among partners or institutions having a common interest or goal. A network is an organizational form, consisting of at least two organizations in an enduring exchange of experience, knowhow and services. The single organizations of the network remain independent in their daily work and are not at all interdependent. Thus, the institutions integrated into a network are largely autonomous, but are committed to a common purpose and subject as well as to common quality standards. Networks can thus generate a strong brand image (*Together we are strong*) and one key to true networking is the establishment of a mutually beneficial relationship.

By forming a network benefits are to be achieved by exploiting synergies, cooperation and mutual learning and through the exchange of experience. The benefits to the network partners are reflected in:

- Standardization
- Professionalisation
- Improved awareness and recognition of the European Mobility Centers
- Reduced costs through synergies
- High-quality ('Two heads are better than one!')
- Quality assurance

The main aim of SEE Mobility Center NET is to build up a Europe-wide network with all its benefits and to offer citizens and tourists professional information about Public Transport and alternative sustainable modes of transport with consistently high quality in order:

- to make sustainable transport more attractive for both, inhabitants and visitors
- to ease sustainable crossborder travelling
- to improve access to European cities
- to support a sustainable development in European cities

In it's formal composition the SEE Mobility Center NET is based on a quite simple system. The core of the system is the SEE MMS information platform:



The database of this platform is constantly updated and complemented by all Mobility Centers in order to provide information at highest quality. The network-partnership is free of charge and therefore it is easy to include new Mobility Centers at any time and add them into the system.

Common standards for Mobility Centers

In order to keep start-up requirements for potential network partners as small as possible, the following chapter will show the minimum standards for the Mobility Centers network. Each network partner has to fulfil at least the minimal requirements and the daily work of all network partners must be adapted to these standards. Not least in order to clearly communicate to the customer what kind of services can be expected from a Mobility Center.

The minimum standards for network partners include:

1. Offers and services
2. Accessibility and opening hours
3. Equipment
4. Mission statement
5. Education and training
6. Common symbol

Offers and services

The minimum offers and services of a Mobility Center are:

- Inter- and multimodal Information and consultancy
- Ticket sales and cost comparison
- Consultancy on alternatives to private car use
- Professional management of complaints

The necessary standards of facilities and service that a Mobility Center should conform to, can be categorized in two groups: minimal standards and further requirements for the stage of expansion of Mobility Center, creating the precondition for a higher customer satisfaction (see table on the next side).

Enlarged offer	Minimal standards absolutely necessary	Standards for upgrading
Information offer	Sound information: time table and tariff information, time table changes, rail replacement service, local maps, bicycle traffic network	Networking with other Mobility Centers, information about disruptions, delays etc. touristic information (hiking and biking maps etc.)
Ticket sale	Tickets for integrated Public Transport system of the region, rail ticket sale (national), seat reservations	Rail ticket sale international (European tariff system) event tickets, plane tickets
Mobility advisory service	Individual mobility advisory service	Transport event management, advisory service for regions, companies, schools, households etc.
Complaint management for arranged services	Accepting and forwarding suggestions for improvements and complaints, including feed-back to customers	
Other transport services	Information about demand-oriented transport (Call-buses, call-collective-cabs, event traffic, delivery service, bike rental, Car-Sharing etc.), taxi service (if available)	Baggage room, bike rental, CarSharing, arrangement of car pooling, parking tickets, bus rental
Co-operation with	Transport providers, Transport networks, associations	Travel agencies, travel organizers, event organizers, meeting organizers, delivery services, municipalities, tourist boards, ...
Opening times, Accessibility	Office hours (Mo–Fri from 8.00–17.00, barrier free)	24/7
Public relations, communications, advertisement	Homepage, continuous media work	Campaigns, activities
Qualification and education of employees	Intense training of new employees, geographical familiarity with location, communication training, customer-orientation, ongoing further training	Subject-specific training as a mobility advisor1), knowledge of foreign languages, sound knowledge of place (nationwide) motivation, creativity
Technical facilities	Ticket sales system (software and hardware) cashless payment transactions, telephone, internet, e-mail, fax, SEE Mobility Center Info platform	Self-service terminal (tickets, information etc.), GIS-based information system, communication and data networking
Evaluation, Quality control	Annual report, number and duration of contacts, calls, e-mails, sales numbers	Cost-benefit analysis, measurement of customer satisfaction (survey), shift of modal split, evaluation of quality of advice (test customers)

Accessibility and opening hours

Easy access is of crucial importance for the user. A central location is advantageous, e.g. in the city center or at junctions of intra-urban or local Public Transport. The Mobility Center should be to reach for citizens and visitors and also be barrier-free. The user receives information personally, by telephone or also in written (e-mail, fax, mail). All technical requirements needed have to be available. A homepage

Equipment

Basically the equipment of a Mobility Center should be designed in a modern, professional and customer-friendly way. The office should have at least two consulting places with good illumination and possibilities to sit down. Folders, timetables and other printed info material has to be made available at easily ac-

Mission statement

All network partners recognize the importance of participation and involvement in order to create a network that will serve as a model within Europe. All Mobility Centers and their staff, within their respective capacities and resources, hold the key to confronting the challenge presented by both mobility and sustainability. All network partners endeavour to encourage a shift in people's travel behaviour and the choice of means of transportation towards a more sustainable and multi-modal mobility. All network partners commit themselves to serve the customers and users of the platform in the best way

with the description of service, contact details and accessibility should be available. The opening hours should be at least in accordance with the local store opening times, if possible constantly for 8 hours (Mo–Fr). Saturday and Sundays opening has to be considered for tourism regions and in densely populated areas.

cessible shelf surfaces. Sufficient exhibition space for posters or announcements should be provided. All workplaces are equipped with PC, telephone and internet access. Fax equipment, printers etc are accessible for each employee. A registration cash and the possibility of paying with credit cards should be available.

possible and to provide high quality, up-to-date information at any time and thus:

- to make sustainable transport more attractive for both, inhabitants and visitors
- to ease sustainable crossborder travelling
- to improve access to European cities
- to support a sustainable development in European cities

Education and training

The personnel in Mobility Centers is highly customer-oriented, has outstanding communicative skills and well developed social competence. Nevertheless a special training is needed. A well trained and qualified personnel is of crucial importance and contributes substantially to the acceptance and establishment of the new services. Following the idea of professional service all network partners should have a comparable basic training that has to be two-fold: on a technical and on a communicative level. Apart from the basics in Mobility Management, a good

knowledge of the various traffic systems as well as their effects, knowledge about psychological backgrounds for the choice of the means of transport, basics in communication (including conflict management), sales and marketing are needed. Skilful handling of computers and – if available – electronic information systems as well as geographical knowledge are obligatory. Further training should be oriented at the need (foreign languages, time management etc.) and should take place regularly.

Common symbol

In order to provide the best visibility to the customers a common symbol has proven as being useful. The 'blue i' – developed in 2007 in Austria to be used for the Styrian Mobility Center Network was adopted and

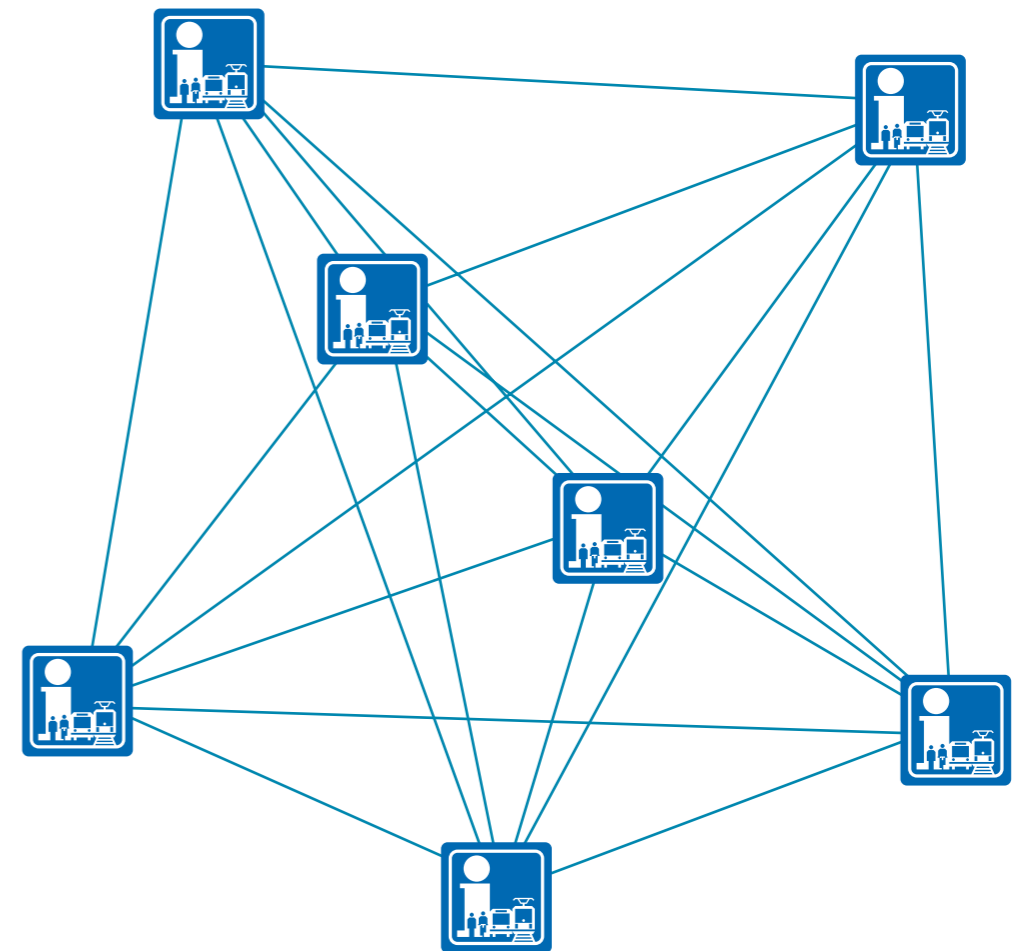
made available for all partners of the SEE MMS project. Moreover it will be the common symbol for all potential followers who also want to join the network of Mobility Centers.



The network layout and structure

The objective of the network is to establish a non-profit making and non-political but structured co-operation between Mobility Centers all over Europe. Its aim is to service the network partners and to act as a forum for exchange of information and knowledge

with respect to the promotion of Mobility Management Services across Europe. It also aims to offer information services to the public – users and potential users of Public Transport – in order to ease getting sustainable travel information.



Network members in SEE Mobility Center Net



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MobiZ NÖ-Mitte

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Serbia

Mobility Center Belgrade

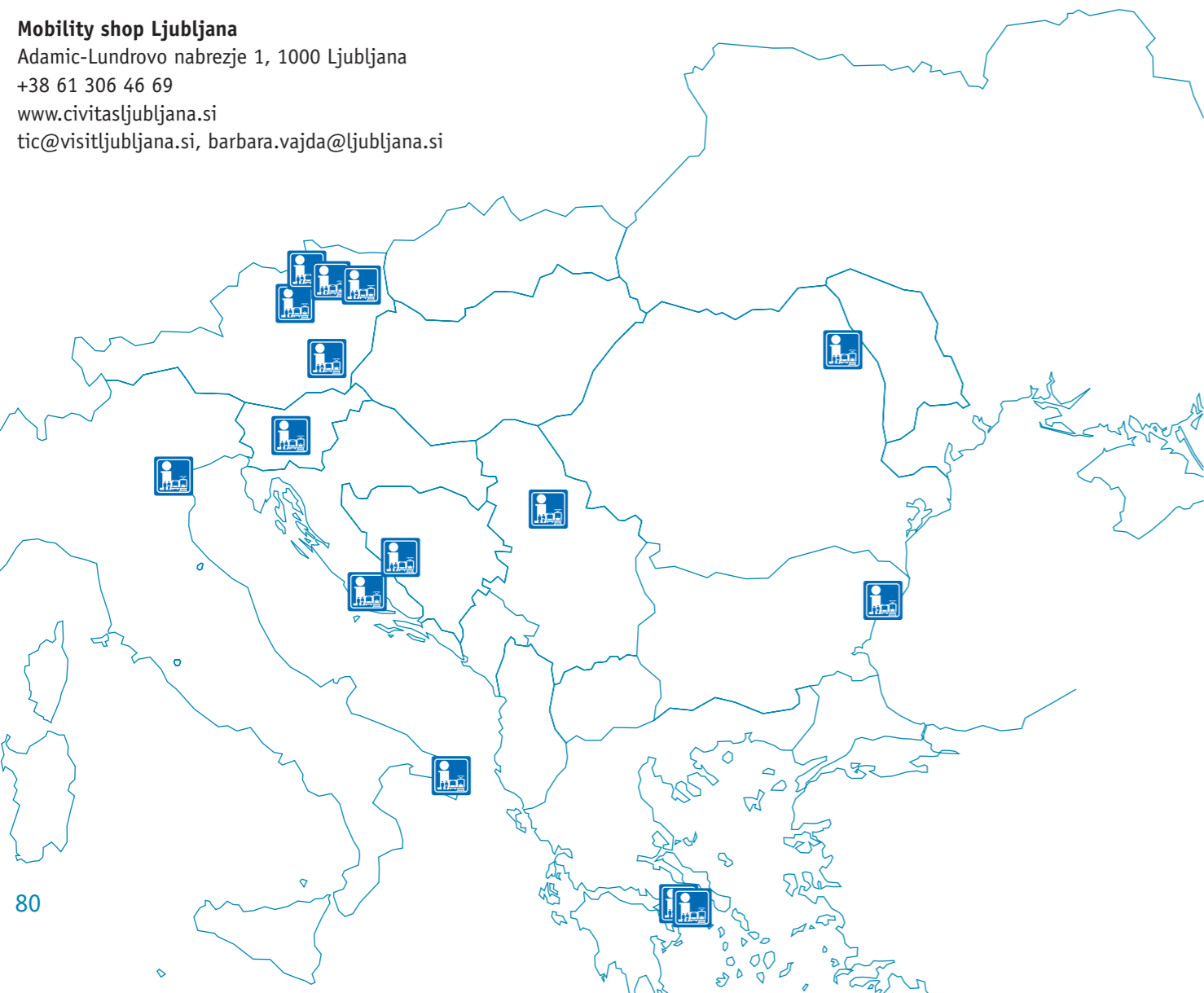
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The info platform as core of the network

The core of the SEE MMS Network is the SEE MMS Mobility Center information platform. It can be accessed in the project main web page at: www.seemms.net

The principle objectives of the SEE Mobility Center NET Info platform are:

- to act as a contact point for all European Mobility Centers to offer best information available to all users of Public Transportation
- to promote and develop Mobility Centers by creating a positive awareness and showing the coverage and availability in Europe
- to ease the access to high quality travel information, especially when travelling cross-border
- to show alternatives travel options
- to use skills and resources offered by the single Mobility Center and to encourage cooperation between the European Mobility Centers
- to be the core of the first European Network of Mobility Centers

The SEE MMS Mobility Center info platform consists of 2 modules:

- The Administration module, which deals with the management of the tables of a special purpose database. The users of this module are the project partners who have implemented Mobility Centers and also potential new members of the network that will wish to have their Mobility Centers appear in the platform.
- The Application Module (Portal), as a web application for the internet users who need the information stored in the databases' tables.

The Development of the platform is based on the following technologies:

- The .NET Framework 4.0.
- TELERIK ASP.NET Controls
- Standard Microsoft AJAX Controls
- Javascript JQuery code
- AJAX Technologies
- IIS 7.5 Web Services
- MS SQL Databases

The Information System is designed in a very user-friendly way and does not need difficult central administration. It is available 24 hours 7 days a week. It is at disposal of the Mobility Center's staff, Public Transport users, potential Public Transport users, Public Transport operators and all people concerned or interested in transport and provides its information to the public. The language for communication with its users is English. The software needed at the client's side is a common web browser (Internet Explorer, Mozilla etc.).



The SEE Mobility Center Network

The info platform as core of the network

The Administration module

The Mobility Center staff has to enter contact data and further information and is responsible for updating and amendments.

To log into the Administration module the user goes to <http://admin.mmsrouting.info> and has to insert the user name and password, that has been received from the system administrator.

Before starting working with this module the user has to define the default country. The system will install a cookie to the user's computer, so one does not have to choose every time a country again at any time the system needs such information.

The screenshot displays the SEE MMS (South East European Mobility Management Scheme) Administration module. The header includes the SEE MMS logo, the South East Europe logo, and the European Union logo. The navigation menu contains: Home, PT Categories, PT Services, PT Operators, Mobility Centers, Contacts, MC Mapping, and About. The current selection is 'PT Categories'. The main content area shows a table of Public Transport Categories with columns for 'OPERATOR TYPE NAME' and actions (edit, delete). The categories listed are: City Buses, Coaches, Metro, Trains, Airports, Bicycles, Car Sharing, Park & Ride, Taxis, and Bus and Tram. The interface also includes a 'Refresh' button and a 'Page size: 10' dropdown at the bottom.

The SEE Mobility Center Network

The info platform as core of the network

Public Transport Categories

In this section there are all types of categories of Public Transport Categories such as bus, tram, metro, railways, etc. The user can add a new record, edit/delete

/an old record and can update (accept) the changes or (and) cancel any change.

Public Transport Operators

This section is a very important part of the module because the user can add all the PT operator details in a city or region. Complete details can be entered along

with the web links of any operator such as tram or bus companies.

Contacts

In this section there is a capability to data entry all the contact persons associated with a specific Mobility Center in a particular country. The user can add/delete/edit and update or cancel records of contact persons

Mobility Center Mapping

This page is one of the most important pages, where the system links the Mobility Center data entered in the previous sections with the Public Transport services provided and the Public Transport operators by the specific Mobility Center. On this page the user can

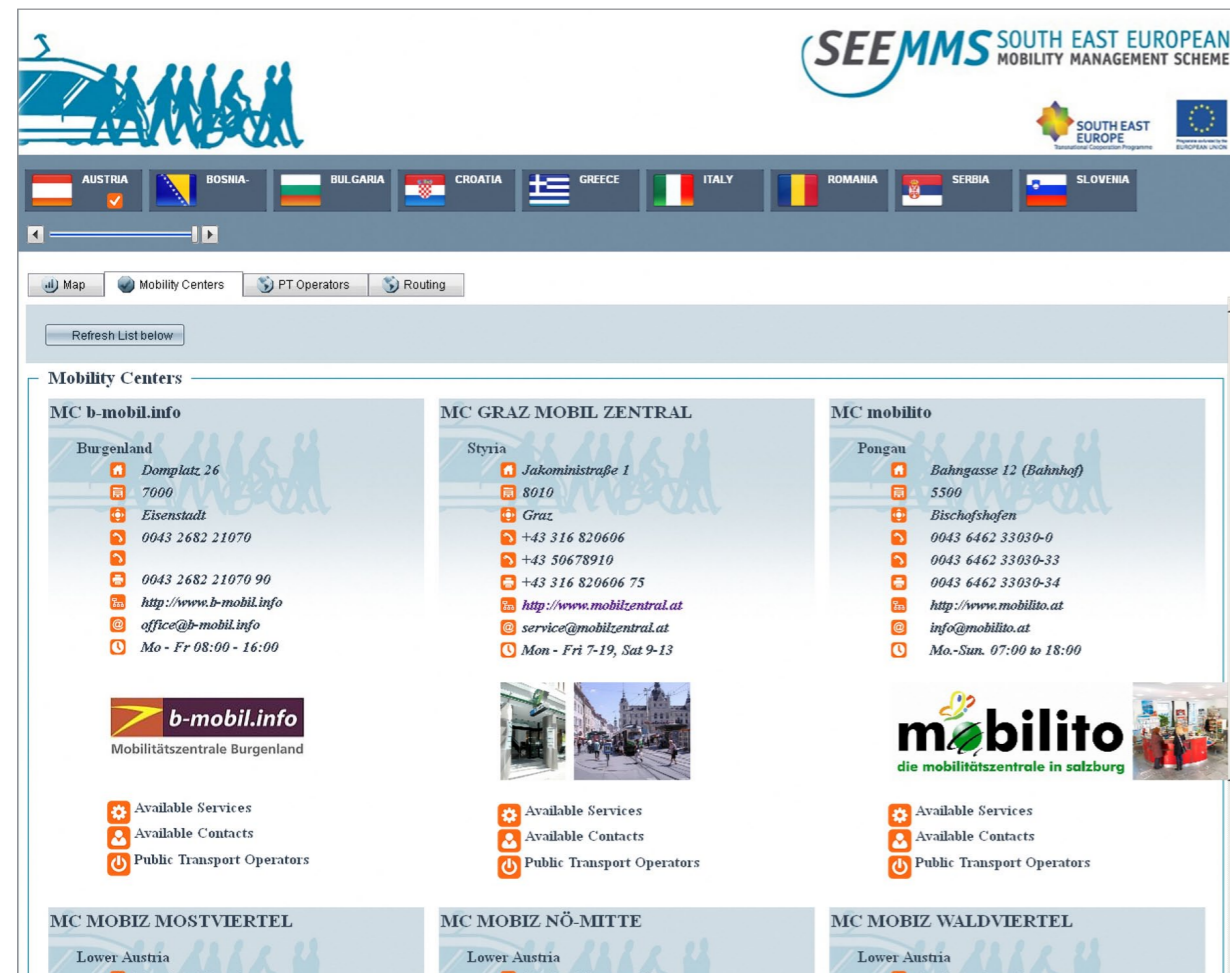
add/delete/edit and update – cancel records. On the top of page there is a list of Mobility Centers of the default country. Choosing one from this list, the system shows the lists of supporting services and operators.

The Application Module (Portal)

The system allows users to find information about all Mobility Centers in the network and the services provided.

In the top of the page there are the country flags that the Mobility Centers are located. Below the country flags there are 4 tabs: Maps, Mobility Centers, Operators and Routing.

Below these tabs the platform shows the geo maps with the locations of the Mobility Centers. By clicking on the Map tab the user has an overview of all of the Mobility Centers established in the project and also the additional network members. Being in the map the user may click on a specific Mobility Center icon and see its main details such as address, opening hours, telephone numbers, email and website if available.

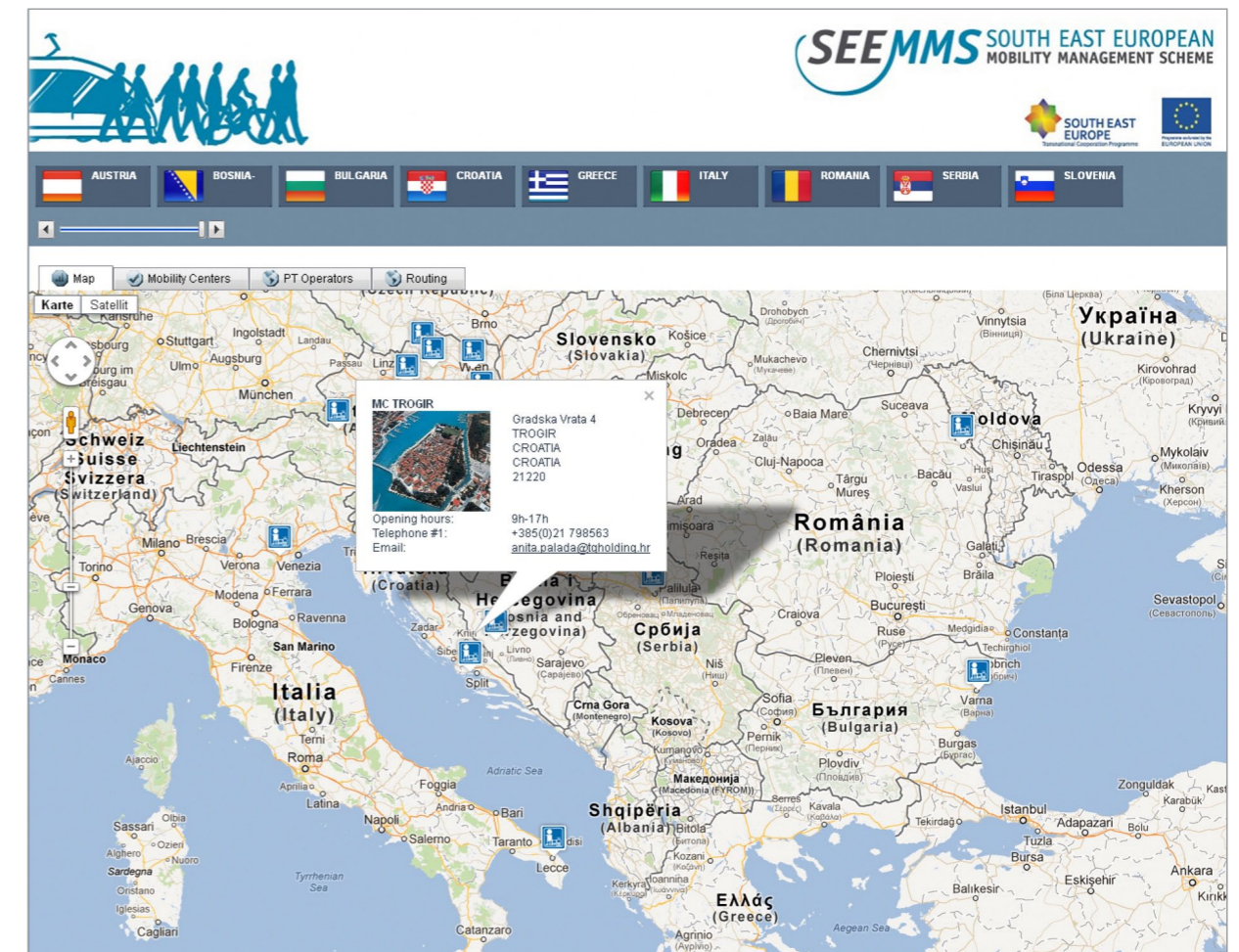


Finding Mobility Centers in Europe

By clicking on any country flag and the Mobility Centers tab the user will find the Mobility Centers in the specific country. The Mobility Centers will then appear in the section below where the user may see all the details of all Mobility Centers in that country. For each Mobility Center in the lower part the user may find the buttons of the available services, the available contacts and the Public Transport Operators associated with the specific Mobility Center. Each of these buttons direct the user to find out what services the

Mobility Center offers, who the contact persons and also the Public Transport operators in the city where the Mobility Center is located are.

It is a very useful capability for example to obtain a list of all Public Transport companies operating in any particular city of the member Mobility Center at a glance. The user can click the Public Transport Operators button and then a complete list appears with all the details of the operators and also the direction to their web site.




Finding Public Transport operators in a country


By clicking on any country flag and then the PT operators tab the user can see which PT operators are in the specific country. The PT operators will then appear in the section below where the user may see all


the details of all the PT operators in that country. Also there is a PT operator's filter to choose in case the user wants to search for example for a tram operator in a specific country.

Routing information

By clicking on the Routing tab the user can move around the map and choose a specific country or city that wants to obtain routing information. Also whenever the user moves around the map one can see which Mobility Centers are located within that specific area both at the map and also on the menu located to the right side of the page. On this menu there are 3 tabs named: Mobility Centers, get directions and help. To get directions on any point in the map the user may need the following help which is also available on the platform

 This is a Mobility Center icon. It pinpoints the location of a Mobility Center.

 This is the map's origin icon. It pinpoints the location that you want to display directions from.

 This is the map's destination icon. It pinpoints the location that you want to display directions to.

In order to set both origin and destination locations there are three methods to use:

1. Set a Mobility Center as the origin or destination location. Doing so will change the icon of that Mobility Center to the origin or destination icon.
2. Use the *Get Directions* tab and click the origin and destination icons. The map will prompt you to enter a text address for origin or destination location.
3. Right-click on the map and a context menu will offer you the options to set the clicked location as origin or destination location.

When the user requests directions within cities that have adopted the Google transit system then the different Public Transport options are available to the user and can be accessed in the get directions tab. Every effort will be taken from the SEE MMS Mobility Center Network partners to maintain, update and upgrade the information platform in the years to come.

The board

The network structure is relatively simple and therefore no complicated management structure is needed. Nevertheless a supervision board has to be installed in order to ensure sustainability, to coordinate the process of including new network members and to monitor the usage as well as the quality of the info platform: The board will consist of the SEE MMS project Lead Partner (AEDA) and the WP leader responsible for the development of the platform (BIC of Attika and FGM AMOR). Besides coordination of all the network partners and the decision on the registration of new members, the board will regularly check the data available on the

webpage, will act as service point for any problems that may occur in the daily use and will be responsible for the functionality and sustainability of the platform. Moreover the board will arrange regular network meetings and ensure efficient network communication. The board is the first address on all questions concerning the network and the decisive body for all who are interested in joining the network. Moreover it is responsible to award the blue Mobility Center-symbol. The board also takes decisions on withdrawals or expulsions if needed.



Photo: Schiffer/eltis.org

How to join the network

Admissions

Generally, the network is open to all European Mobility Centers which fulfil the minimal standards and the conditions of admission and which wish to join SEE Mobility Center NET.

Mobility Centers that want to join the network must make a written application to the board, which will decide its eligibility. If the application for Membership is accepted, the Membership will be established by providing and publishing all data and information required on the SEE Mobility Center NET platform.

Mobility Centers have to apply for membership according to the following simple procedure:

1. The potential new member has to contact the board and send a description of the Mobility Center
2. The board has to check the Mobility Centers data, services and offers as well as the compliance with the overall network aims and objectives within 30 days.

3. In case of admission the board will provide a username and password, together with the user-manual, asking the new member to enter all the data into platform within the upcoming 14 days.
4. After finalisation of data-input the SEE Mobility Center NET symbol (printable file) and visibility guidelines will be submitted to the new network member by e-mail.
5. The new member has to apply the SEE Mobility Center NET symbol on visible points at the Mobility Center and provide evidence to the board within 30 days
6. The board will inform all network partners about the new partner by e-mail.



How to join the network

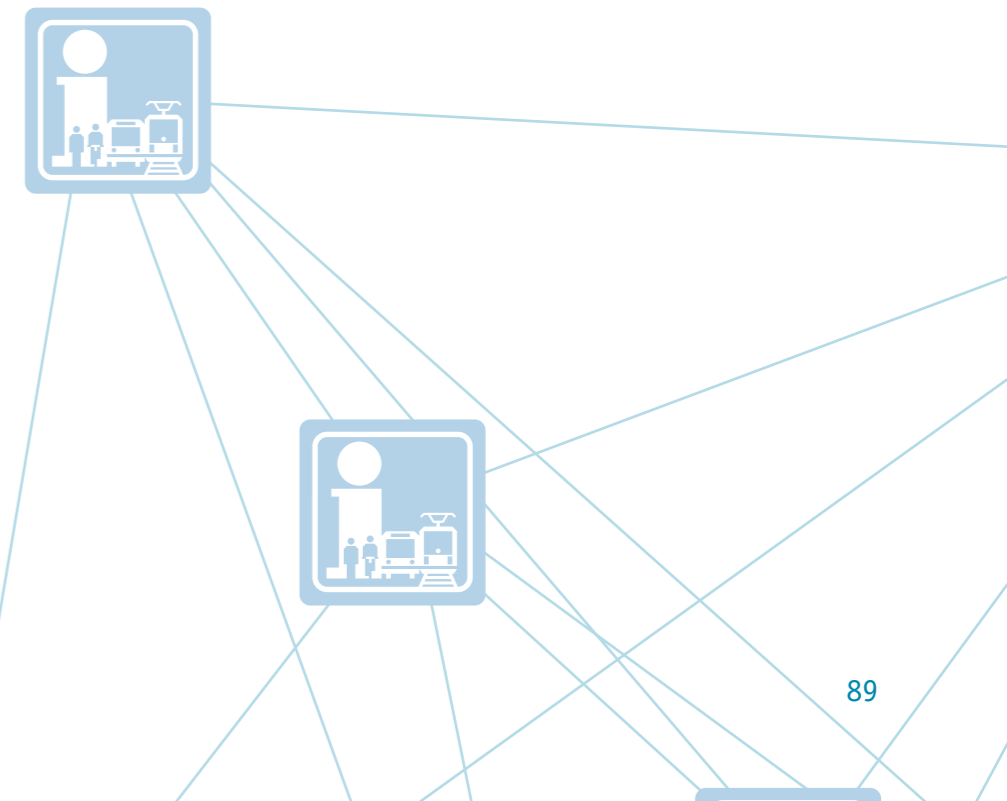
Duration of network and membership

The SEE Mobility Center NET is constituted without limits as to its duration and the membership is free of any charge.

Withdrawals or expulsion

Any Member wishing to resign is free to do so by giving notice 90 days in advance. All data on the info platform will be deleted and the Mobility Center is no longer allowed to use the SEE Mobility Center NET symbol. The Board may expel a Member in case of:

- Failure to update the data and information available on the info platform
- Actions or behaviour liable to harm the interests of the SEE Mobility Center NET
- Serious breaches of those codes of conduct which the network has or may have



7

Policy recommendations

Based on latest studies and project results as well as on the gained knowledge during the trainings in the beginning of the project, the SEE MMS partnership followed a clear and logical recipe in the development of their Mobility Management Plans.

- Research and analysis of status quo
- Involvement of stakeholders and citizens
- Set up of SMART targets
- Development of a detailed Mobility Management Plan
- Creating political commitment
- Implementation of an Mobility Center as pilot activity
- Monitoring and evaluation

Each partner has involved stakeholders and decision makers so as to get as much information as possible to list the challenges, needs and factors of success and failure, in order to develop policy recommendations targeted for decision and policy makers to support the acceleration of Mobility Management in the SEE Cities and to achieve sustainable transport and development. The SEE MMS consortium focused the analysis for the policy recommendations on the most crucial phases:

- The planning phase
- The Mobility Management Plan implementation
- Implementation of pilots

The planning phase

Prior to the development of Mobility Management Plans all partners implemented a detailed best practice research in order to find good examples all over Europe and to stimulate and motivate their own plans as well as the stakeholders they had to convince.

All partners agreed that it is of utmost importance to involve stakeholders in the very first stage. This was mainly done through capacity building activities and informative events including also other projects and activities, as well as bilateral meeting and focus groups. The identification of key stakeholders (main actors in the field of urban planning, transport and tourism in the city) as well as following an integrated approach by analyzing framework conditions, practices and policies also between policy sectors (e.g. transport, land-use, environment, economic development,) and authority levels (e.g. district, municipality, agglomeration, region, nation) has been proven as being very useful. A main challenge encountered by all partners was the challenge of communication, the need to interact with different kind of players involved and to apply the knowledge gained in the training seminars. At this stage, the exchange of experience and the local, bilateral meetings were very supportive.

Factors of success:

- Exchange of Mobility Management experiences among the project partners
- Capacity building activities

- High motivation
- Best practice research
- Qualitative examination
- Cooperation among the municipal administration, technical staff and all the professional units
- Distribution of tasks in the planning process and clear responsibilities
- Focus groups to monitor progress
- Sensitive, open-minded politicians
- Good personal contacts and communication with officials and experts

Factors of failure:

- Weak work group coordination
- Low level of experience
- Time pressure
- Political changes during the planning phase

The Mobility Management Plan development

The definition of target groups has been very helpful in order to meet the citizen's needs and all partners have identified targets in students, workers, citizens, commuters and tourists.

Moreover, what was considered important as well was the assignment of tasks and resources to specific technical units (Mainly Traffic and Mobility units) and departments.

All partners have identified marketing strategies to disseminate information, to educate advice and promote ways to improve safe and alternative mobility by printing, distributing material and doing radio and TV promotion and organizing events and to bring the Mobility Management Plan to the public.

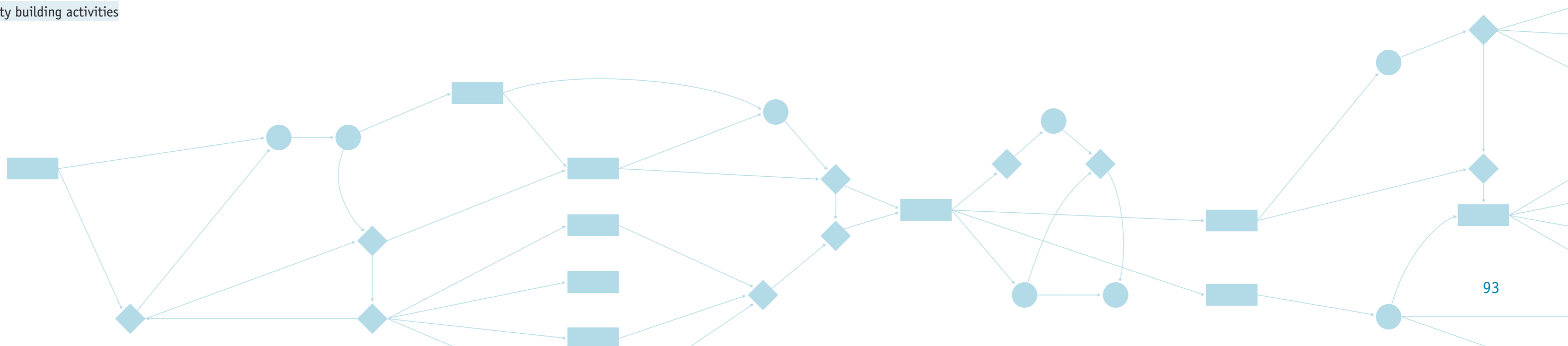
In the analysis of the development process the SEE MMS partners have focused on the main factors of success:

- Motivated new administration keen on implementing Mobility Management Positive effects from participation to EU funded projects
- Proper allocation of objectives and activities
- Respect of deadlines
- Involvement of PT operators

- Sound political situation
- Mobility Management multipliers
- Growing Mobility Management culture
- Strong cooperation between the involved institutions

Factors of failure:

- Weak Internal organizational structure
- Lack of sufficient budget
- Lack of Mobility Management trained human resources
- Changes of political/administration staff
- Difficult financial situation
- Encouragement (e.g. due to slow acceptance to a change attitudes)
- Lack of additional funds



Implementation of pilot

One crucial step in the implementation of the Mobility Management Plans in SEE MMS was the development of Mobility Centers in each partner's city.

All partners have chosen a strategic venue for their Mobility Center, either in municipality buildings or other highly frequented premises. All partners have recruited both internal and external staff (mainly with interviews) and have one or two people in charge for the Mobility Center's daily business and activities. The involvement of PT operators proved to be difficult but all partners agreed that this cooperation is very useful also in regards of sustainability.

The SEE MMS partners have analysed the main factors of failure and success in this step of the project.

The main factors of success in the pilot implementation were:

- Organizational motivation
- Good planning
- Good financial management
- Great enthusiasm for building an innovative structure
- Good technical staff and a skilled administration
- Political enthusiasm

- Motivated staff
- Good contacts with city administration
- Mobility Center operation starts becoming successful

The main factors of failure:

- Limited financial resources
- Poor financial resources for staff
- Bureaucratic regulations delay smooth implementation
- Limited project budget
- Compatibility of Public Transport data with Google Transit
- No central location available
- Non-involvement of the local decision makers
- Lack of cooperation and budget

Implementation of pilot

Conclusion

In times of economical crisis of course money and budgets available are one of the key issues for success. Nevertheless there are some factors in the success of any project that have only little to do with budgets or also technology but are simply summarized with the term 'human factor'.

It is very important to have highly motivated individuals. With a motivated project team in place and the right individuals involved at the right time, attention must also be focused on communication and publicity. Ongoing and clear communication is the key to involve the right people into the project and make

them supporting the implementation. European cooperation among cities, especially shared experience and exchange of good practices are considered to be essential as well.

To have clear processes in planning, for decision-making and project management as well is supportive in any case. The more clear players' roles are defined the better the project or implementation will run. Knowing how decisions will be reached, and having a clear understanding of the expected outcomes are all critical to success.

8

Follow up plan

The SEE MMS project also aimed to ensure the sustainability of the measures implemented during the project and to further developing a regional policy methodology for the efficient application of Mobility Management in European Cities.

The potential of Mobility Management as policy opportunity and a useful policy tool is hardly known in SEE. It is not a mainstream part of policies. Knowledge of Mobility Management is low, budgets are under strain and focus is usually on cost-intensive infrastructural measures.

Thus it is necessary to support and ensure the sustainability of the SEE MMS on the financial and on policy level. Drawing up the elements necessary for sustainability and to develop the means and instruments to follow up, monitor and evaluate the impact of meas-

ures was of utmost importance and resulted in a comprehensive guideline and methodology to facilitate decision taking in favour of sustainability and for further development of the SEE MMS.

The SEE MMS partners have undertaken the elaboration of an action plan in order to determine the prospects of the continuity of the SEE MMS activities. All partners incorporated their views and priorities in a commonly agreed questionnaire and the results were integrated into a joint action plan for the continuity of the SEE MMS aiming to ensure the continuity of the SEE MMS Mobility Centers and the services they provide.

This action plan aims to show all the steps of the implementation for potential followers and may help to ensure sustainability by creating clear overview of future plans and responsibilities.



Photo: Schiffer/eltis.org

Five steps of implementation

1 Stakeholders involvement

Usually the ground for a Mobility Center has to be paved first. This can be done best by organizing events with key stakeholders, politicians and all potentially involved people to present the idea of the Mobility Center, to show European best practice and to discuss the strengths and weaknesses as well as the threats and opportunities of a Mobility Center.

The format of such events can be: a workshop, a seminar, a conference or any other well known format and it is recommended to combine it with a site visit to see best practice examples.

The main objective of this first step is to inform and motivate stakeholders to implement a Mobility Center and in best case to result in a common agreement to go for the next steps towards implementation. Thus the meetings should offer at least the following content:

- Present and future transport situation (local, regional, national) and transport policy
- Services and benefits of a Mobility Center
- Public's opinions and attitudes

Stakeholders have been actively involved in the SEE MMS project in order to achieve a common sense to implement a Mobility Center.

Within the SEE MMS project the stakeholders have provided useful support and recommendations during the capacity building activities to the Mobility Management Working Group (Trainings/study visits) and have also participated to the support of the establishment and operation of the Mobility Centers.

Their involvement in the Mobility Center implementation has been in consulting, work meetings, expert's recommendations, development of synergies and contribution to the operations of the Mobility Centers in the form of location decision, space provision and/or staff expenses contribution.

Mayors, vice mayors and their representatives from our participating cities have been collaborating and contributed to the signature of our Common Agreement in fostering the implementation of Mobility Management Measures so as to achieve the sustainable development of a new mobility culture.

2 Agreement on services, tasks and useful cooperation

The stakeholder's agreement on the implementation of a Mobility Center leads to the 2nd step: the analysis, discussion and definition of the services offered in the Mobility Center.

Mobility Centers in the SEE MMS provide information and service tasks for customers. Target groups are all users of Public Transport, but also persons who do not use Public Transport at all and could be seen as potential future customers.

The following tasks and services are characteristic for a Mobility Center:

- General information on urban network (routes, destinations, timetables, network)
- Best route planning
- Information on ticket fares and travel passes
- Ticket service (selling and/or reservation)
- Bike rental service
- Information on car sharing
- Information on car pooling
- Tourist information
- Information on bike rental (rental companies available and/or tariffs)
- Information on pedestrian routes
- Information on park and ride services
- Management of complaints on Public Transport

Additional or future services of a Mobility Center could cover:

- Individual marketing for Public Transport
- Project / event implementation (e.g European Car Free Day)
- Tourist guidance
- Planning and implementation of Mobility Management measures and actions
- PT tendering procedures
- Transport coordination and organisation
- Traffic / urban planning
- Establishment of carpooling
- Organisation of goods delivery
- Introduction of bicycle sharing schemes, etc.

Co-operations

Co-operation between partners and the creation of alliances and partnerships is one of the key issues. Building alliances or coalitions is the best way to gain public support for the Mobility Center increases the chance to a successful implementation and also increases the viability of the project.

A minimal standard requirement is co-operation with transport providers, transport networks and associations. Further potential cooperation / partners are:

- Bicycle groups
- Local businesses (e.g. shopping malls)
- Municipalities
- Chambers of Commerce

- Employers organisations
- Lobby groups, etc.
- Travel agencies and organizers,
- Event and meeting organizers
- Delivery services etc.

Trade companies, tourism offices, bike associations, Public Transport operators, car sharing – car pooling – bike sharing operators, bike associations, municipality departments of environment, infrastructure, maintenance, have been reported by our partners as collaborators towards the efforts to establish their Mobility Centers.



MC experts certification, Graz 2011

3 Location and infrastructural issues

The location of a Mobility Center is of crucial importance. It should be located in the city center or PT hub in order to have the best accessibility and visibility. All over Europe the locations differ a lot and range from municipality buildings, international airports, tourist offices, transport operators premises, railway stations or main transportation hub. Within the SEE MMS the following locations were chosen in order to ensure sustainability:

In Athens the Mobility Center is located at the Athens International Airport where there is a heavy demand for Public Transport info for Athens. National and international travelers may obtain useful information upon their arrival in Athens not only on Public Transport info but also on Athens events, accommodation etc.

In Elefsina the Mobility Center has been established in the Elefsina City Hall main building. The criteria for selecting the location was that the City Hall is located in the center of the town and also the operational costs are low since the Mobility Center uses resources from the Municipality. In Iași the Mobility Center is

located in the largest district of the city in a area with extended traffic and all means of Public Transport present nearby (trams, buses, trolleys), in the proximity of the Central train station.

In Lecce the Mobility Center is located near the main and most important entrance of the city (Lecce-Brindisi) near the biggest interchange parking area among buses, cars, bike sharing stations and mini-shuttles going to the city center. The location has been chosen next to the City bus terminal, where bus companies and tourists can get information and buy tickets or make reservations for mobility solutions.

In Padua the Mobility Center is located within the Tourism Office in the main station of Padua. Varna offers a good accessible, centralized building of the Municipality. In Ljubljana the Mobility Center is located at the tourist information office and on a main railway station in the city. In Belgrade the Mobility Center is ideally positioned at the main Square of Belgrade and is operated by the Tourism Organization of Belgrade. In Trogir and Glamoč the Mobility centers are implemented in the municipality buildings.

Equipment

The standard equipment in a Mobility Center should be up to date, professional, inviting and customer-friendly. Concerning the technical facilities a modern telephone system, a high-speed Internet access, e-mail and fax should be available.

This may cover the absolutely necessary equipment of a Mobility Center. Especially in the beginning it will

cover the basic needs and will ensure a proper function of the Mobility Center.

In case of further requirements for the stage of expansion or in order to create a higher customer satisfaction there are almost no limitations. However, a more sophisticated offer is also connected with higher costs and should be considered carefully.

Staff requirements

An important point in implementation and organization of Mobility Centers has been the personnel. If one looks at personnel requirements, one can at least identify two different profiles, which have been a manager on the policy level and the staff on the operational level.

The task of mobility managers involves promoting the Mobility Center on a higher, i.e. political level. Moreover, the manager is in charge of optimal co-ordination; team leading and daily management as well as development and implementation of mobility services. The working field touches upon all kinds of mobility services – providing information and raising awareness as well as creating and promoting new offers and many other activities – and project management issues. Tasks of the staff on operational level are provision of information by phone, in writing and personal, as well as advice regarding all issues of Public Transport, Europe-wide ticket sale, planning of trips, bike rental, Car Sharing – advisory service, management of information material, regular participation in team meetings and office work in general.

The staff of the SEE MMS Mobility Centers has been trained in Graz and in their particular cities. The Graz training modules covered the following units:

I. Basics of Mobility Management

- Mobility Management vs. Traffic System Management
- Definition and Objectives
- Mobility Management Partners, Clients and Instruments;
- Services and Target Groups

II. Mobility Systems

- Motorized individual mobility vs. Public Transport, biking and walking
- Transport chain and the effects
- Cost / benefit analysis, environmental effects

III. Mobility Behavior and travel awareness

- The 7 steps to change behavior
- Successful awareness campaigns, best practice in Europe

IV. Communication and consultancy

- The challenge of communication in a Mobility Center
- Tools and techniques
- Cooperation vs. Confrontation

V. Monitoring and Evaluation

VI. SEE MMS Info – platform and network

The national trainings contained local geography and transport structure, local and regional PT offers, timetable reading and fares, information software etc. Further training sessions and updates are required on a frequent basis.

4 Funding

The financial means are always scarce. Therefore it is very important to consider the financial aspects in a realistic way. With regard to the time perspective for financing Mobility Centers, a distinction can be made between the introduction stage and the stage of running the center in the longer term:

a. Investments and initial costs

b. Running costs for the Mobility Centers

Investments and initial costs

The Investments concerning the establishment of a Mobility Center include the Concept study, Initial costs for the equipment (hardware, software, office equipment, mobile information facilities, etc.), training costs and Marketing (opening event).

The indicative costs to establish a Mobility Center

within the SEE MMS project has been on average in the amount of 43,000 Euros. The variation has depended on the premises chosen, the pre-existing location situation, the needed equipment and the training expenses for the national trainings. Most partners have utilized municipality owned premises already equipped.

Running costs

The running costs include the rent and overhead expenses (maintenance, communication, office equipment), costs for service staff and management, IT costs (Software etc.), IT maintenance, office equipment, telephone expenses, office supplies, postal charges and marketing and costs for the conception and the production of information and publicity material as well as costs for advertisements and public awareness campaigns/publicity campaigns.

Indicative costs per month during the SEE MMS period of operation

Rent: In the SEE MMS project most partners do not pay rent due to the use of municipality owned premises so the average costs for this category costs runs below 1,000 Euros per month. After the end of the project the same costs are foreseen for most of the Mobility Centers.

Personnel costs (includes salary and social charges staff and management, administration, external expertise): An average of 3,250 Euros per month is the personnel cost per SEE MMS Mobility Center and is based on a 2 to 3 persons operation. The partners foresee the same average personnel costs after the end of the project **Marketing and PR costs** (e.g. Media Ads, Radio, Internet, PR and marketing campaigns): The costs per month during the SEE MMS period of operation have been on average below 1,000 Euros per month. The expected costs after the SEE MMS project ends are esti-

mated by the partners to run below 1,000 per month.

Funding Resources

The establishment and operation of the SEE MMS Mobility Centers has been funded by the SEE MMS project thanks to the SEE Programme and the ERDF co-financing. Partners have stated that they will continue to fund the Mobility Center operation mainly through their Municipality budget, which is a good proof that the overall concept of establishing and running the Mobility Centers has been widely accepted by the involved institutions.

Other sources of funding include possible EU co-financed projects, transport operators in the cases where they have also been involved in the foundation of the Mobility Center and last but not least the possible income from sales of tickets (max. 10% of budget in the European average).

5 Marketing

In order to introduce the new services of a Mobility Center to the public, marketing and awareness campaigns are required. This should include at least the set up of a webpage (or inclusion in municipalities homepage) and a continuous media work. Depending on the financial situation specific additional campaigns and activities (radio spots, local TV advertisements etc.) are recommended.

SEE MMS partners in the framework of their overall marketing and communication activities selected the following means to reach the selected target groups:

- Printed material: newsletter, posters, leaflet;
- Phone, mailings, fax, e-mail, Internet;
- Press or existing newsletters;
- Face-to-face contact (information meetings);
- Web site development (e.g.: <http://mobilitycenter.comune.padova.it/>)

The partners have stated that they will continue with the marketing activities after the end of the project.

Factors of failure and success



The following factors of failure have been identified during the course of the project:

- Insufficient involvement of the proper stakeholders, decision makers and politicians proved to be a major handicap in the process of establishing an Mobility Center due to the lack of proper Mobility Management culture in certain countries.
- Limited public financial resources especially during the fiscal crisis posed threats to finance the Mobility Center operations, the purchase equipment, maintenance of venue and the hiring of additional staff.
- Issues concerning compatibility of Public Transport operators data with electronic platforms such as Google Transit made it impossible to incorporate Public Transport operators timetables into a common electronic database.
- Difficulties to obtain timetable data from Public Transport operators

On the other hand the following clear factors of success could be identified:

- Great enthusiasm of the stakeholders and particularly the local governments involved for the making of an innovative structure
- Organizational motivation to further implement Mobility Management
- Dedication and hard work of partner staff involved for the proper allocation of objectives and activities resulting in sound planning and financial management of the project.
- Availability of technical staff and skilled administrations within the Municipalities professional units.
- Recognition and appreciation of innovative service provision by the users of the Mobility Centers.
- Mobility Center operation is becoming a success and leads to agreement about the necessity among stakeholder

Monitoring and Evaluation of the Mobility Centers

Monitoring and Evaluation is of high importance for the sustainability of a Mobility Center. The prove of success is one of the main reasons of financiers to provide the budgets needed. In a minimal version of monitoring activities the Mobility Center should record the daily number and duration of contacts (physical, phone, mail) as well as the sales and the monthly turnover. An annual report is recommended to provide a clear overview.

If budget is available it should be invested in a cost-benefit analysis, the measurement of customer satis-

faction and the quality of advice or a survey on modal shift.

During the SEE MMS project lifetime the daily contacts to the Mobility Centers varies from 20 to 200 visits per day. The Mobility Centers in Athens and Lecce have an average contact from 100–200 people per day due to their very central and high-frequented locations while other Mobility Centers have an average of 20–50 contacts per day. These averages have been reported to be progressively growing.



Cost benefit analysis

The aim of a Mobility Center is to facilitate the use of Public Transport for passengers and future passengers, to promote various other facilities of the Public Transport such as car sharing, carpooling or collective taxi and to get more potential users to actually try out PT and eventually change mobility behavior. These activities will lead to a modal shift towards more sustainable transport modes, leading to a significant improvement of the environmental situation and accessibility. Moreover these aims are directly correlated to the aims of our societies and also coincide with any citizen demand for a better quality of life improvement.

A Mobility Center can give Mobility Management a public face and, thus, promote its presence in the transport marketplace. In our project study visits, the involved Work Group has had the chance to see good practices applied to our SEE cities. Local governments are directly involved in Mobility Management application and its their mandate and duty to improve our cities quality of life and are therefore the first ones to promote Mobility Management and to support innovative solutions such as Mobility Center operation.

Investment decisions are made on the expectation of specific benefits. Costs Benefits Analysis (CBA) seeks to compare the costs and benefits and take decisions on the basis of the findings. In case of Mobility Centers the problem with CBA is the difficulty to quantify all benefits and costs, especially the intangibles but may prove a rational attempt to quantify them (including intangible and difficult-to-measure ones) of specific decisions. These intangibles include social and environmental costs and benefits.

Traditional economic valuation methods on return on investment do not prove appropriate to evaluate the Mobility Center as a pure business venture because it is not considered a traditional business venture that sells goods and services. In this respect if we only apply such methods we may not be capable to prove that the Mobility Center 'business' is a 'profitable' venture. On the other hand the CBA to be applied in order to evaluate the Mobility Center as a 'public service provider' should consider the quantification and the mon-

etization of the societal benefits in a more elaborate manner.

In the international bibliography not much is available in regards to a detailed cost benefit analysis of a Mobility Center. Such an effort has been found in the master thesis of Mag. Elke Weiss (Graz, Austria in 2003) conducted in December 2002 to February 2003 on a random sample of 230 Persons in the Styrian region of Austria and was presented in the SEE MMS International Conference in Ljubljana. In this study there is reliable documentation of the increased monetary benefits accruing to the Styrian Transport Association and its operators arising from the sales of tickets as a result of the transport information the Mobility Center provided. This benefit was quantified at 707,088 Euro in additional tickets sales per year that would not have been realized without the work of the Mobility Center. The potential ticket sales income to a Mobility Center seems to amount to around 10% of its annual operating budget. This brings us to the result that the sustainability of the SEE MMS Mobility Centers will always be depended on the motivation and the continuous stakeholder involvement that need to support the operations. Our main task in the follow-up plan is to continue the operations of the established Mobility Centers. Towards this effort we will encourage our stakeholders to elaborate further research in order to document in CBA terms the quantification of the accrued societal benefits arising from the operation of our Mobility Centers.

Such benefits are the reduction of the CO₂ as a result of the increased use of Public Transport means and the change in mobility behavior that the Mobility Centers promote. The measurement of the CO₂ reduction as a result from the Mobility Center operations and its monetized value is a significant input to the benefits side of a CBA. (For example what is the monetary value of 1 ton less CO₂ due to the operation of an Mobility Center?) An accrued amount of similar monetized societal benefits (e.g. less noise, more visitors to the city, higher real estate values) have to be researched and finally would further justify and reinforce the need to continue the operations of established Mobility Centers.

Sustainability of the Mobility Centers

The support and the cooperation amongst our stakeholder and the members of our Network is currently the core ingredient for the continuation of the Mobility Centers established within the SEE MMS project. The

Mobility Center Budget

The creation and running of a Mobility Center has until now and all over Europe not been a self – supporting business. Additionally, the possible sources of income are limited. Therefore, minimizing of costs is of substantial importance for the capability of the Mobility Center to survive. This can be done by:

- Starting within an existing organization: As stated before a Mobility Center does not need to be a ‘full blown’ center right away. It is recommended to minimize the additional costs for mobility management activities, as it cannot be assumed that grants of a third party will continue to be given. Using existing organizations as a start point can achieve this
- counting on synergy effects through co-operation e.g. when organizing a Mobility Center, offering information on all sustainable modes, the involved parties (urban Public Transport company, regional bus companies, railway company, car sharing club, etc.) often can cut on the costs of their own information outlets, as the Mobility Center handles most of the information requests.

Potential financial tools for the running of a Mobility Center are:

1. Grants by a third party and participators

- Direct financial contribution by public funds, transport companies, share- holder / partners of a private company;

partners must and want to stay in close contact and maintain the bonds developed through the course of the project.

- In-kind contributions of supporters/participators (staff, rooms, equipment, technical support, office material);
- Financing by legal requirements e.g. levy to support Public Transport, allocating transfer fees for parking lots to mobility management;
- Contributions from research boards;
- Staff from job creation programmes, especially for mobility service staff;
- Honorary work (‘Mobility association’, Citizens bus initiative).

2. Proceeds and income from the Mobility Management activities

- Income by fees for offers especially for institutions and firms;
- Income by consulting-orders (mobility plan, transport survey, education/workshops);
- Income by provisions for sale, arrangement and hire (tickets, cars and bicycles, overnight accommodation, shop’ articles);
- Sale of advertising space on information material, vehicles;

Sustainability of the Mobility Centers

- Income from sponsoring of the services (companies, trade, catering trade, transfer and transport firms).

3. Use of cost-saving mechanisms in mobility management

- Cost reduction by creating synergies between partners;

Operational structure

Besides sustainable financing a clear operating structure is needed in order to maintain the achieved or implement additional measures. Some organizational tools that could be used are in ascending order of commitment (source: Momentum project, final report):

- Steering committee or project groups: Such groups or committees could supervise the functioning of the Mobility Center. They gather at given intervals and decide on the mission of the Mobility Center and the overall policy to be pursued.
- Ad hoc agreements or pacts: Partners in the process of building a Mobility Center might want to confirm their involvement. They could do so by concluding an ad hoc agreement or a pact. These ad hoc agreements can be a kind of ‘memorandum of understanding’ or it can even stipulate the partners’ commitments in the implementation of mobility services or the Mobility Center. Such

- Using existing structures and experiences;
- Reallocation of spending for public relation, marketing efforts, etc.

agreements make it clear that all partners want to engage themselves in Mobility Management or in the Mobility Center and could convince hesitating partners to join the center.

- The building of a new formal organization: Sometimes the co-operation between partners can be made official, by creating a new organization, even if it has a low profile start. Such an organization could be a non-profit association, supported by the various partners. This new organization can avoid doubt some partners might have if the Mobility Center is housed at one of the partners’ premises. In this way it could be regarded as a ‘tool’ for strengthening alliances. Such a new organization usually has a board of supervisors in which all supporting bodies are represented.

Follow up plan

Sustainability of the Mobility Centers

SEE MMS partners and stakeholders commitment

The SEE MMS partners agree that there are long – term perspectives for all measures implemented and they are willing to maintain and capitalize on the positive results obtained from their participation to the SEE MMS project. As far as their Mobility Centers are concerned they are willing to maintain them since the Mobility Center constitutes a positive image on their cities and also to the travelers who arrive to their cities and they expect the positive effects in a short term. Partners have managed to obtain a commitment and a good will from their stakeholders. Mayors, City Counsels, local politicians and institutional persons have provided their good will to keep the Mobility Centers going and to implement the developed Mobility Management Plans.

Partners also state that they will keep on going with the implementation of their Mobility Management Plan according to the experience that was created through the participation of SEE MMS project. The positive outlook is reinforced through the fulfillment of the necessary conditions to operate the Mobility Centers such as own premises and equipment, Public Transport information databases, trained staff and synergies acquired through co-operations with the Public Transport operators and relevant stakeholders. Factors of uncertainty arise mainly due to the overall financial crisis facing the SEE economies are threatening the Mobility Centers sustainability after the end of the project.

Responsibilities

Half of the partners have defined responsibilities for the future operation of their Mobility Centers. The responsibilities identified lie within the partner structure, the Mobility and Traffic Departments, the relevant Directorate of Transport, and the Public Transport operators wherever they participate in the operation of the Mobility Center.

Regarding the designation of specific persons assigned with this responsibility the partners who defined responsibilities for the future operation of their Mobility Centers have also identified the specific persons assigned with this responsibility within the partner structure and/or the stakeholder involved.

Mobility Center future cooperation

All the partners are looking to their city administrators for the future co-operation that will support the maintenance of their Mobility Centers. Also partners stated

they are looking towards the Public Transport operators for such support as well.

Follow up plan

Sustainability of the Mobility Centers

Mobility Center Website

Some of the Mobility Centers have or will create their own website while the rest are utilizing the websites of their institutions and the web info-platform of the SEE MMS project to promote their services.

SEE MMS website and info platform

The project website itself will be maintained by the Lead partner through incorporation into their own web presence. All partners have confirmed their intention to contribute to the maintenance of the SEE MMS web-

site and the info-platform after the project ends. All partners have confirmed the involvement of their staff with periodical tasks of updating their information from 2 years and up to a permanent basis.

SEE MC Network

Partners are well aware of the already existing Mobility Centers in their countries and they have informed the relevant authorities and existing Mobility Centers

about the SEE MC NET. The process of including them in the network is ongoing.



Towards future

A central objective of the SEE MMS project has been to create a network in order to facilitate, promote and support sustainable Mobility Management in the project's territories. It aimed to create a network of Mobility Centers that is able to continue its operations beyond the timeframe of the project.

The follow up has dealt with the processing of data that have been gathered from the project partners with a focus on the Mobility Center creation process, the investment and running costs, the funding sources, the factors of failure/success and the partner views on the future perspectives of the SEE MMS network sustainability. The sustainability of the Mobility Centers established in the SEE MMS project cannot be documented alone on the basis of the cost benefits analysis and the application of Return on Investment or Payback period or Net present value valuation methods due to the lack of sufficient future income stream expected from the operations. The viability of the Mobility Centers cannot be guaranteed on the basis of income earned from the sales of goods and services alone.

The offered services are of public good nature and therefore cannot be priced, quantified or evaluated in pure monetary terms. The provision of the Mobility Center services has a larger societal and environmental impact not easy to quantify using the traditional economic tools and is therefore subjected to further research.

Funding of future SEE MMS Mobility Center operations can be guaranteed from the financial contribution of the participating institutions and their consensus to finance the operating costs. Municipality budgets complemented by stakeholder financial contribution such as Public Transport contribution and EU project participation are the most likely means to support the continuation of the Mobility Centers created in the SEE MMS project.

The partnership has concluded that the established Mobility Centers of the SEE MMS project can be viable after the end of the project on the basis of the participating organization/stakeholder commitment to continue the operations in terms of maintenance of the established Mobility Centers and the Mobility Center network.

All SEE MMS partners have confirmed their membership to the SEE MC NET and the involvement of their staff with the periodical tasks of updating their information to the network from 2 years and up to a permanent basis. All partners have also confirmed their willingness to participate to the SEE MC network meetings after the project ends.

This commitment is mainly based to the stakeholder provision of staff and the provision of premises. It is therefore of utmost importance for the partners to continue their stakeholders involvement for the continuation of the operation of the established Mobility Centers.



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Epilogue

The SEE MMS project has been possible due to the cofinancing provided by the European Regional Development Fund through the South East Europe (SEE) Transnational Cooperation Programme.

The SEE MMS partnership wishes to extend its gratitude to the SEE Joint Technical Secretariat staff and especially to our SEE Project Manager Mrs. Roberta Calcina who has been with us all these years of hard work providing guidance and monitoring of the project activities.

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Special thanks are extended to all the staff and experts of our partners who have made this project a success and capable to deliver its promises.

Our stakeholders, the Mayors, Municipalities personnel, development agencies and also the Public Transport operators have been with us all these years and deserve our special thanks as well. Our partnership counts on them for their continuous involvement and support for the 'great mobility years to come'

The SEE MMS partnership

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