# Integrated Action Plan

## Treviso

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# At a glance



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## At a glance

The action plan has been developed focusing on the four intervention areas identified in the **Sustainable Urban Mobility Plan (SUMP)** of the Municipality of Treviso, considered strategic for the city:

**a) Urban space management**
**b) Public Transport**
**c) Digital and technology**
**d) Corporate and school mobility management**

These areas of intervention share the importance of communication with people, in order to: improve awareness of the various existing and ongoing transport opportunities, enhance the understanding of mobility choices, and allow people to become familiar with innovative services they are not yet accustomed to.

The overall goal is to **foster a culture of sustainable mobility across all segments of our society**—from children to the elderly, from workers to students, from those who travel regularly to those who move for leisure or tourism.

The areas of intervention have been further translated into specific actions, whose progress and effects can be monitored over time:

**A. Redesign and regulation of street spaces**

- Universal accessibility (elimination of level differences, direct pedestrian paths, removal of barriers, etc.)
- traffic calming
- expanding cycling routes
- expanding LTZ and 30 km/h Zones

**B. Public Transport improvements**

- on-demand public transport
- safer bus stop areas
- increased public transport efficiency with reserved lanes
- strengthening interchange options

**C. Digital and technological interventions**

- integrating transport with MaaS solutions
- optimizing through mobility data
- implementing ITS and real-time information tools



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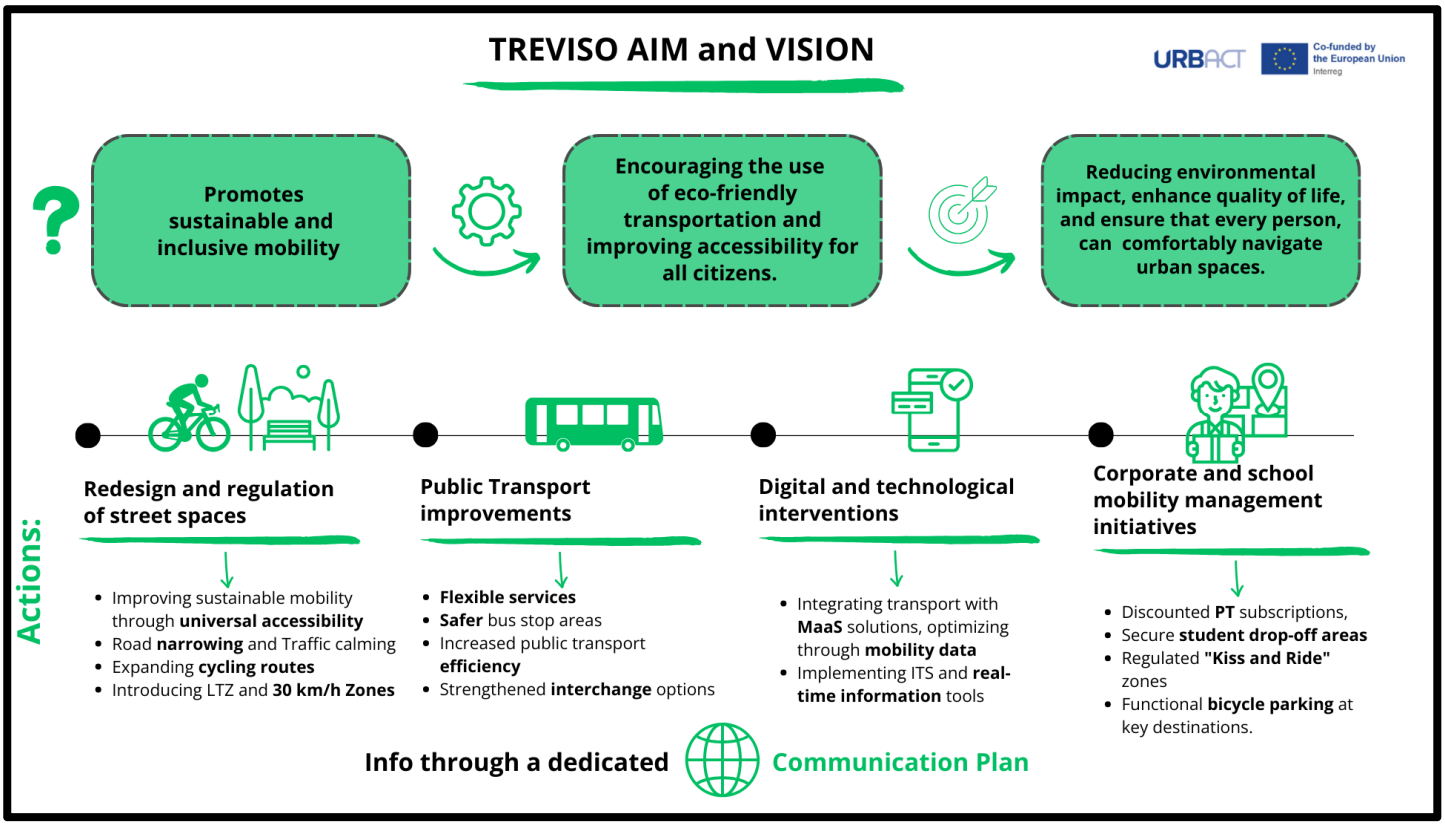
## D. Corporate and school mobility management initiatives

- discounted public transport subscriptions
- secure student drop-off areas
- regulated "Kiss and Ride" zones
- functional bicycle parking at key destinations

The communication plan therefore has the task of **shining a spotlight on these four topics**, so that people can look at them from **unexpected and different perspectives**, discovering that in all four areas it is possible to find opportunities previously ignored—whether due to simple habit or lack of knowledge—and becoming aware that **every choice has an impact not only on ourselves but also on the city and, more broadly, on the environment.**



# 1. Context, need and vision



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## 1.1 Current Situation of the City of Treviso and relevant context for the IAP Challenge


*Figure 1: City of Treviso*

### Demographic Overview

Treviso is a city in north-eastern Italy, in the Veneto Region, capital of the province of the same name. Treviso, with a population of approximately 85,000, is a dynamic center in northeastern Italy, playing an integral part of the Veneto metropolitan area. The city's population is stable, characterized by moderate aging, with an average age of around 45 years. **Both internal and international migration play an important role in maintaining demographic balance, contributing to the city's multicultural fabric.**

### Economic and Employment Composition

Treviso enjoys a diversified economy. The manufacturing sector, with a strong presence of footwear, textile, and metalworking industries, remains a pillar of local employment. However, the service sector, including advanced services, commerce, and tourism, has increasingly gained importance, supporting the economic fabric and generating jobs. Unemployment is around 5%, with a slight decrease compared to previous years, although there are still vulnerable segments, particularly young people and workers over 50.

### Social Challenges and Inequalities

Despite a generally high quality of life, Treviso faces challenges related to social inequalities, which are typical and growing in medium-sized Italian and European



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cities, especially when such cities hold significant wealth. The rising cost of housing and the partial difficulties in including migrant communities as well as low-income families are pressing issues for the local administration.

## Territorial Context and Environmental Challenges

Located in the heart of the Po Valley, Treviso is strategically connected to Venice and other Veneto cities via an extensive road and rail network. However, this centrality presents significant challenges in terms of traffic and mobility. Heavy traffic contributes to high levels of air pollution, with PM10 and NO2 concentrations exceeding EU limits at various times of the year. CO2 emissions from transport and industry remain high, despite efforts to promote sustainable mobility and renewable energy use.

## Urban Mobility and Infrastructure

Treviso has a comprehensive public transport network, with urban and interurban buses managed by the local company. However, traffic congestion during peak hours remains an issue. While the historic city center is easily walkable, it is often crowded due to a high presence of private vehicles, with significant parking demand, and the peripheral areas are less well-served by public transport. The city is investing in cycling projects and developing bike-sharing services to encourage more sustainable mobility.

*Figure 2: free-floating bike sharing*

## Air Quality and Environmental Sustainability

Air quality in Treviso continues to be one of the major environmental concerns. Like much of the Po Valley, the city frequently experiences exceedances of PM10 and other pollutants due to the region's topography. Emissions primarily come



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from private vehicles, domestic heating, and industry. The municipality is implementing measures to improve air quality, including promoting clean energy sources, expanding urban green spaces, limiting the circulation of more polluting vehicles, experimenting with flexible public transport services, and promoting sustainable mobility in companies and schools.

## Other Relevant Elements for the "Beyond the Urban" Challenge

One of the city's main challenges is the adoption of sustainable mobility policies and the efficiency of public transport. Projects like the **Sustainable Urban Mobility Plan (SUMP)** aim to reduce private car use and increase the use of public transport and bicycles. The digitalization and improvement of the public transport system, along with the enhancement of cycling infrastructure and services, are priorities to make the city more livable and sustainable. In this context, the active involvement of citizens, schools, and businesses is crucial to fostering a cultural shift towards greener, shared mobility.


*Figure 3: SUMP logo*



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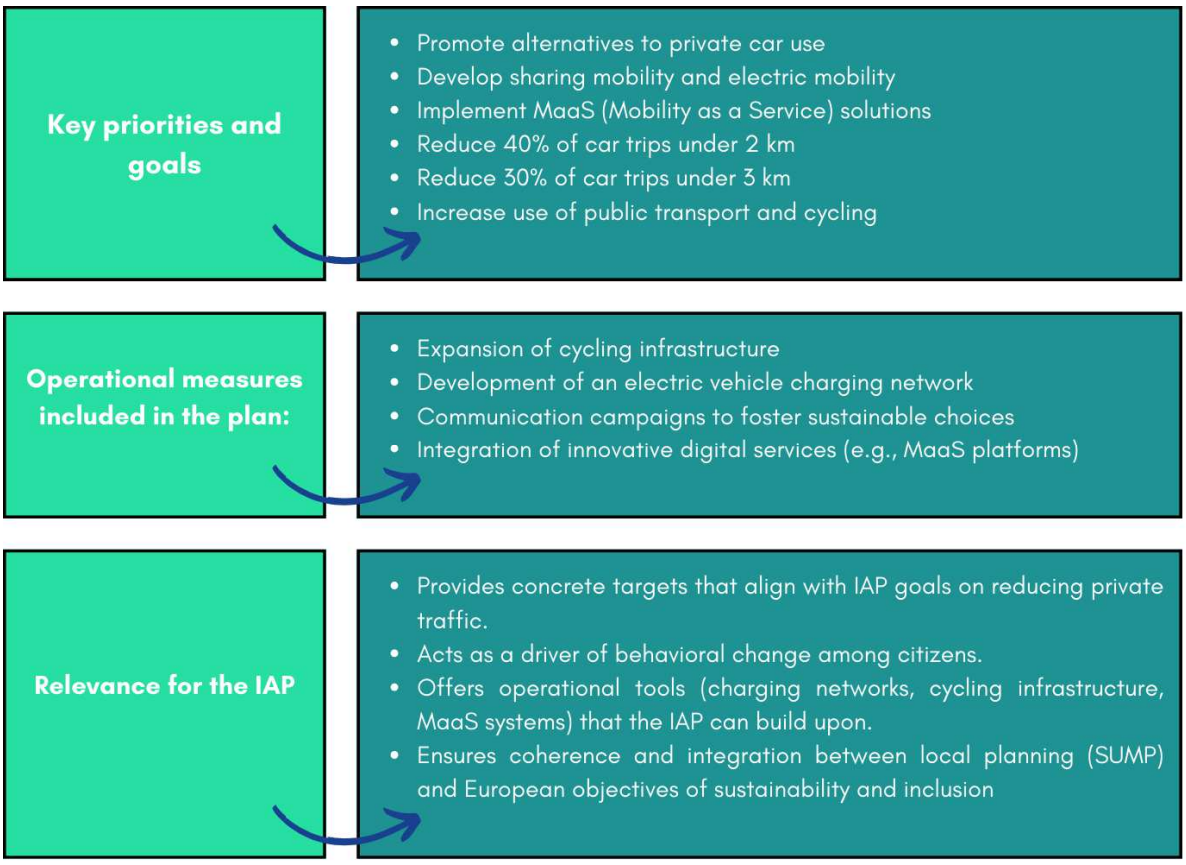
## 1.2 Relevant existing strategies

The SUMP (Sustainable Urban Mobility Plan) of the City of Treviso is the main local strategy shaping our IAP.

**The SUMP will be one of the main drivers of behavioral change among citizens and could be integrated into the activities of our IAP to foster a more sustainable and inclusive city.**

It is strategic and crucial for the IAP, as it not only outlines specific goals but also serves as an operational tool for implementing concrete actions. It sets guidelines for sustainable mobility in Treviso with a time horizon to 2030, as it follows:



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## Relevant Operational Programs (ERDF and ESF)

In the context of European programming, a crucial role is played by the Regional Operational Programme (ROP) of the European Regional Development Fund (ERDF) 2021-2027. The Veneto ERDF ROP supports sustainable urban development, with a focus on digitalization, energy efficiency, and green mobility. The city of Treviso, together with eight neighboring municipalities, has benefited from €16.4 million to implement a sustainable urban development strategy, which includes the purchase of electric buses, the testing of on-demand transport services, and the implementation of info-mobility actions. This program is essential for funding the actions outlined in the IAP, as it helps strengthen infrastructure and services for sustainable mobility.
The Regional Operational Programme of the European Social Fund (ESF) 2021-2027 plays a key role, especially in social inclusion and territorial cohesion policies. The ESF is particularly useful for promoting social inclusion in mobility policies and for training citizens and operators in the use of new digital mobility tools, raising awareness of environmental and social issues.

## Institutional Context: Roles and Responsibilities

Within the framework of local governance, the Municipality of Treviso, in collaboration with the Municipalities in the Treviso Urban Zone, plays a central role in the planning and implementation of mobility and urban development policies. The Municipality, through the Mobility Office and the European Policies Office, holds primary responsibility for coordinating local strategies with funds and opportunities from European and regional programs.

A key figure is the **Area Mobility Manager** of Treviso, formally established in 2011 within the municipal organization. This role operates under the Mobility Office and is responsible for developing and coordinating strategies to reduce private car use, especially for home-to-school and home-to-work journeys. The Area Mobility Manager works closely with schools, companies, and public institutions to promote sustainable travel plans and awareness campaigns encouraging behavioral change.

The Area Mobility Manager was directly involved in the URBACT process. He contributed to defining the Strategic objectives and the Areas of Intervention of the IAP, ensuring that the city's actions were consistent with the ongoing mobility management initiatives and the Sustainable Urban Mobility Plan (SUMP). His expertise supported the integration of mobility management principles into the IAP's pilot actions, especially those concerning **school mobility, corporate mobility, and communication campaigns** aimed at reducing car dependency.

Through this collaboration, the role of the Area Mobility Manager has been further consolidated as a **permanent operational bridge** between the municipal administration, the education system, local businesses, and citizens, ensuring the continuity and long-term sustainability of the measures developed within the URBACT framework.

The **Local Transport Company and local health authorities** are also essential actors. The public transport company plays a central role in implementing innovative and digital mobility services, while the health authorities can contribute through public health awareness campaigns related to active mobility.
At the regional level, the Veneto Region oversees the allocation of European funds, particularly ERDF and ESF, and is responsible for evaluating and approving sustainable urban development strategies. The Region could act as a key partner to ensure the success of our IAP, as coordination with regional strategies is essential for securing the necessary financial and political support.

## Strategic Levers for the Success of the IAP

Within the framework of the policies described above, the IAP can rely on several strategic levers to achieve its objectives.

### *1. Integration between local, regional, and European strategies*

- The Sustainable Urban Mobility Plan (SUMP) is the main local framework.
- European Operational Programs (ERDF and ESF) provide funding opportunities aligned with the objectives of the SUMP.
- The integration between these strategies ensures synergy between financial resources and policy guidelines, accelerating the development of sustainable infrastructure and digital mobility services.

### *2. Engagement of local actors through the ULG*

- Active participation of citizens, associations, and local stakeholders ensures an inclusive decision-making process.
- A collaborative approach supports the co-creation of innovative solutions.
- The exchange of good practices with other European cities, facilitated by the URBACT network, strengthens mutual learning and local capacity building.

### *3. Digital innovation and mobility technologies*

- The adoption of MaaS (Mobility as a Service) allows for the modulation and integration of the transport offer.
- The promotion of intermodality reduces dependence on private cars.
- European and regional programs support the testing and implementation of digital solutions, fostering long-term changes in citizens' mobility habits.


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## 1.3 Local challenge

### Focus of the Integrated Action Plan (IAP) on Communicating the Sustainable Urban Mobility Plan (SUMP)

The Sustainable Urban Mobility Plan (SUMP) of Treviso represents a fundamental strategic initiative to address the city's mobility challenges, aiming to achieve a functionally integrated transport network that meets the needs of citizens while respecting environmental sustainability objectives.

**Our local challenge focuses primarily on creating an effective working group dedicated to communicating and disseminating key messages about sustainable mobility and the innovations of the SUMP.**

### Description of the Challenge

The growing urbanization, coupled with the need to improve air quality and reduce the environmental impact of transportation, underscores the urgency of developing sustainable collective mobility. Treviso faces significant challenges:

- **Transport Efficiency**: The efficiency of transportation systems needs improvement, ensuring intermodality between railway services, urban and interurban Public Transport (TPL) services, and shared mobility options. This involves ensuring continuous journeys with sustainable and competitive times and modes for users.
- **Fleet Renewal**: Replacing diesel vehicles with gas and electric buses is crucial to meeting environmental goals and improving air quality.
- **Promotion of Sustainable Mobility**: The use of public and green transport must be encouraged, alongside demand management policies, with actions focused on raising awareness and communication.

### Focus of the IAP

Our IAP aims to develop a structured approach to SUMP communication, focusing on:

- **Mobility as a Service (MaaS)**: Promoting an integrated mobility model that allows access to diverse transport services through online platforms. The implementation of digital systems connecting various transport operators will be a cornerstone of our plan.
- **Intermodality**: Working to facilitate seamless transitions between different modes of transport, making it easier for citizens to use public and alternative transportation, thus reducing the use of private vehicles.



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*Figure 4: on demand service during an event*

## Resources for the Integrated Action Plan

To ensure the success of this initiative, Treviso intends to:

| | |
|---|---|
| **Promote Targeted Communication Campaigns** | Inform citizens about the available mobility services and new implementations. These campaigns will use various channels, including social media, information boards, and explanatory videos to raise awareness about the importance of adopting sustainable mobility practices. |
| **Establish a Local Action Group (ULG)** | This group will support sustainable mobility issues and consist of representatives from local institutions, citizens, and industry operators. Its task will be to analyze and systematize intermodality solutions, selecting those most suitable for Treviso's urban context. |
| **Collaborate with the Public Transport Agency (MOM)** | This collaboration will aim to optimize urban and interurban transport services, focusing on efficient resource management and technological innovation to enhance the user experience. |



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Working from general objectives to potential actions, as it follows:

| General objectives | POTENTIAL ACTIONS |
|---|---|
| **Improve the efficiency of the transportation system** | • Optimize public transport routes to reduce waiting and travel times.<br>• Integrate railway services with local public transport (LPT). |
| **Promote sustainable mobility** | • Develop awareness campaigns on sustainable mobility.<br>• Encourage the use of alternative transport modes, such as bicycles and car-sharing.<br>• Develop services for cycling (e.g., protected parking, pit stop points). |
| **Renew the public transport fleet** | • Replace diesel vehicles with electric or gas-powered ones.<br>• Implement an investment plan for the purchase of new eco-friendly buses. |
| **Encourage intermodality** | • Create hubs for transferring between different modes of transport (buses, trains, bicycles).<br>• Implement digital platforms for planning multimodal journeys. |
| **Increase public transport usage** | • Redefine fare systems to incentivize LPT use, particularly for workers. Introduce on-demand mobility services while simultaneously promoting on-demand transport services.<br>• Use data to monitor and optimize services, providing real-time information to help users plan their trips. |
| **Raise citizen awareness on mobility** | • Launch an informational campaign on the benefits of sustainable mobility.<br>• Utilize social media and traditional media to reach a broad audience and leverage municipal schools as a privileged communication channel to encourage families to adopt active mobility approaches. |
| **Reduce CO2 emissions + Improve air quality** | • Set emission reduction targets and monitor progress.<br>• Implement measures to reduce traffic in areas with high pollution concentrations |
| **Encourage community involvement** | • Create a Local Action Group for sustainable mobility.<br>• Engage schools of all levels to incorporate sustainable mobility projects into their educational plans. |
| **Encourage community involvement** | • Implement real-time information systems for users.<br>• Create the conditions for the development of applications that allow trip planning, payments, and reservations. |



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## 1.4 Beyond the Urban in the working practices of the City

### Introduction

The success of the Integrated Action Plan relies not only on clear strategic direction but also on the capacity of the City of Treviso to integrate its existing organizational structures and practices. The Mobility Office and the European Projects Office represent two complementary pillars: the first ensures technical expertise and operational management of mobility policies, while the second secures alignment with European priorities and access to funding opportunities. Their collaboration, reinforced by political commitment, provides a strong foundation for sustainable mobility initiatives.

At the same time, the **Urbact Local Group (ULG)** acts as a bridge between these institutional practices and the wider community.

**By bringing together local stakeholders, associations, and citizens, the ULG helps translate technical and political strategies into participatory and co-created actions.**

This interaction fosters a culture of horizontal collaboration, breaking down departmental silos and ensuring that innovation and best practices become embedded in the city's governance processes. In this way, the relationship between established municipal practices and the ULG's participatory approach becomes a key driver for the long-term success and sustainability of the IAP.

### Mobility Office

The Mobility Office is responsible for planning and managing public transport services and sustainable mobility in the city. This office has a well-established structure and extensive experience in the sector, having successfully implemented several projects to improve transport efficiency. Thanks to winning the GreenLeaf Award 2025, Treviso has strengthened its reputation as an innovative and environmentally conscious city, increasing the staff's expertise in sustainability and mobility. The Mobility Office team handles all aspects of city mobility planning: traffic management, parking, public transport, road safety, cycling and pedestrian mobility, sharing services, intelligent traffic management systems, traffic data monitoring and analysis, corporate and school mobility management, and the development of communication campaigns and awareness-raising on sustainable mobility.



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### European Projects Office

The European Projects Office plays a crucial role in aligning local policies and strategies with European initiatives. This office has gained significant expertise in managing European funds and executing complex projects, facilitating dialogue between the municipality and European institutions. The staff of the European Projects Office consists of experts in project planning and management, capable of navigating the European bureaucratic landscape and ensuring that local activities align with European policies.

### Collaboration and Political Support

The project also benefits from the active support of the Mayor and several council members, particularly in the areas of mobility, sustainability, and community projects. This network of political support is essential to ensure that sustainable mobility strategies are aligned with the city's political priorities. However, it is important to note that the internal resources dedicated to this project are somewhat limited.
The organizational structure of the Municipality of Treviso, while effective in many areas, faces challenges related to the compartmentalization of various departments. The horizontal and participatory approach, essential for the success of complex projects like Urbact, requires greater familiarity. Therefore, a continuous process of engagement and training is needed to integrate the various offices and promote a culture of collaboration.

## 1.5 Problem identification with and by local stakeholders: ULG Methodology, Methodology for Working with the Urban Local Group (ULG)

### Human Resources Utilized

The Urban Local Group (ULG) of Treviso is coordinated by a team of experts from the Mobility Office and the European Projects Office. These offices have a well-established structure and extensive knowledge, including their recent win of the GreenLeaf Award 2025. The group also includes representatives from various categories, such as local associations, public transport companies (like MOM), educational institutions (ULSS 2), and community members. This diverse composition ensures comprehensive representation of the community’s interests and expertise.



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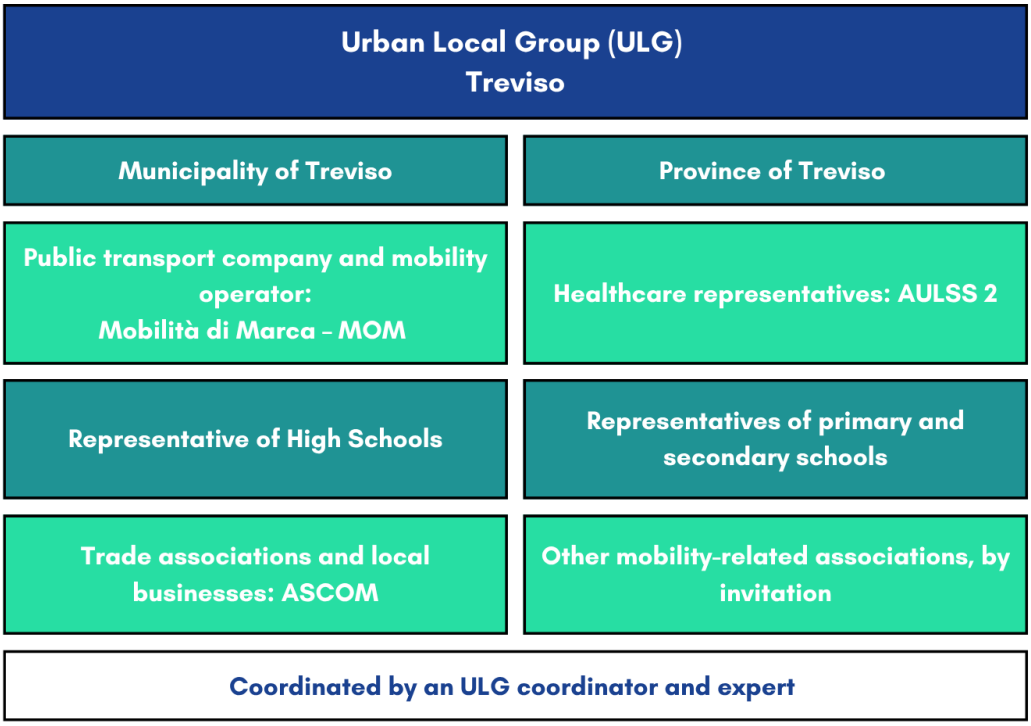


## Methods and Tools

Our methodology follows an integrated and innovative approach, aligned with Urbact guidelines. We use specific tools from the Urbact toolbox to facilitate effective stakeholder engagement and project management. These tools include:

1. **Stakeholder Mapping**: This tool helps us visualize and understand the relationships and interactions among different stakeholders, ensuring that all voices are heard and considered.
2. **Stakeholder Influence/Importance Matrix**: This matrix allows us to identify and prioritize stakeholders based on their influence and importance to the project, facilitating resource allocation and attention.
3. **Stakeholder Analysis:** We provide a detailed analysis of each stakeholder's interests, needs, and potential contributions, promoting more targeted engagement strategies.

## Key Points

- **Participation in Meetings:** ULG meetings have seen a relatively high level of participation, with active engagement from all members. This reflects strong interest and commitment from the community towards the project. However, some stakeholders may not always remain as motivated, making their long-term involvement challenging.
- **Diverse Representation:** The ULG includes representatives from institutional entities and local associations, enriching the group's perspectives and strengthening its ability to address various aspects of the project.
- **Innovative and Inclusive Approach:** Following the recommended Urbact methodologies and using specific tools, we have adopted a



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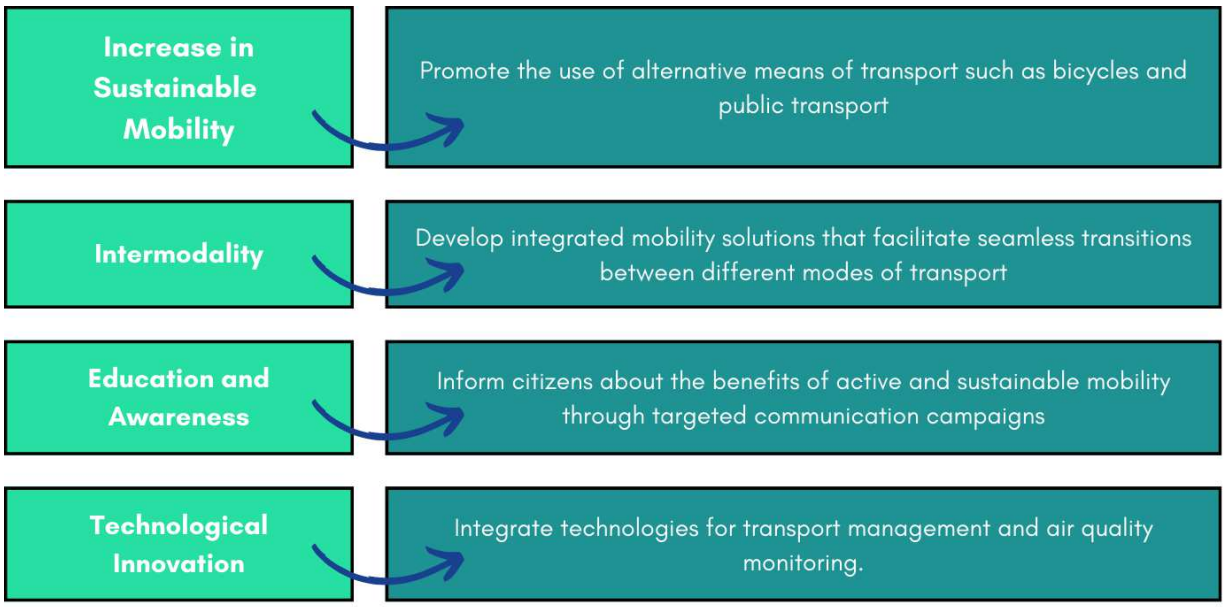
structured and effective approach to stakeholder engagement, ensuring that our project is inclusive, well-coordinated, and responsive to the community's needs.

## Challenges and Identified Solutions

| Challenges: | Identified solutions: |
|---|---|
| **Internal Compartmentalization** of various offices within the Municipality of Treviso. | We aim to initiate sessions promoting a new culture of co-participation to foster internal horizontal collaborations and improve communication across sectors. |
| **Limited Resources** Limited human resources dedicated to the project | We have established a clear work plan and assigned specific tasks to each team member, thus optimizing the use of available resources, while relying on the significant efforts and expertise of the internal offices mentioned above |
| **Resistance to Change** | Some community members may resist new mobility models. To overcome this, we are implementing targeted awareness campaigns that highlight the benefits of sustainable mobility, using traditional and digital media to reach a broader audience. |

## Co-identification of local priorities, SWOT

The local priorities identified during the work with Treviso's ULG primarily focus on promoting sustainable mobility and integrating transport services. These priorities include



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This leads us to be able to develop a SWOT analysis, which includes all the analysis conducted so far on the mobility of Treviso:

| STRENGHTS | WEAKNESS |
| --- | --- |
| • Well-established and **developed public transport network**<br>• Strong **political and institutional support** for sustainability initiatives.<br>• Opportunity for **integration** with the Sustainable Urban Mobility Plan (PUMS).<br>• Presence of a **diverse range of stakeholders** ready to collaborate. | • **Extensive access to the city by car**, with negative perceptions of public transport (currently used mainly by those without other alternatives).<br>• **Limited financial and human resources** for project implementation<br>• **Resistance from citizens** to adopt new mobility models.<br>• **Compartmentalization** of municipal offices, hindering cooperation. |
| **OPPORTUNITIES** | **THREATS** |
| • Availability of **European funding** for sustainable mobility projects<br>• Growing **public interest in environmental** and sustainability issues<br>• **Technological innovations** in the mobility sector.<br>• **Collaborations** with other cities through the Urbact network | • Public **willingness to change** transportation habits<br>• **Economic uncertainties** that may affect project funding<br>• **Shifts in national and European policies** that could impact support |



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## 1.6 Co-created a vision for Beyond the Urban

### Shared Vision with the Urban Local Group (ULG)

The common vision developed with our Urban Local Group (ULG) for the city of Treviso is based on improving the city's quality of life in terms of accessibility, environmental quality, urban spaces, and road safety.

**The goal is to transform Treviso into a model of sustainable and intermodal mobility, capable of meeting citizens' needs and addressing contemporary environmental challenges.**

This vision is structured around the following key points:

1. ***Sustainable Mobility for All***: We aim to create a transportation system that promotes the use of eco-friendly modes of transport, such as bicycles, public transport, and electric vehicles, including shared options, making them accessible and appealing to every citizen. We want to ensure that sustainable mobility becomes not just an option but the preferred choice for getting around the city.

2. ***Integration of Mobility Services:*** Our vision includes the seamless integration of the various available transportation options. We will implement Mobility as a Service (MaaS) solutions, facilitating the planning and use of multiple transport modes on a single digital platform. This integration is designed to simplify citizens' daily journeys and promote a more strategic and conscious use of resources.

3. ***Active Community Engagement:*** We firmly believe in the importance of active community involvement in designing, testing, and implementing mobility policies. Our vision includes organizing awareness campaigns and events that promote sustainable ways of moving, fostering an ongoing dialogue between the administration and the citizens.

4. ***Innovation and Technology:*** Innovation will be at the heart of our strategy. We intend to use smart technologies to monitor and improve transportation services, collect useful data, and optimize user experiences. This includes implementing intelligent transportation systems and using mobility apps that provide real-time information.



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5. ***Greener and Healthier City:*** Our vision aims to reduce air pollution and vehicular traffic, contributing to better air quality and making Treviso a healthier place to live. We want the city to be enjoyed by everyone, reducing the space dedicated to motorized vehicles and giving it back to people, with more livable public spaces and accessible green areas.

6. ***Economic Sustainability:*** Finally, our vision extends to economic sustainability. We aim to develop a mobility system that not only reduces environmental impact but is also economically advantageous, supporting the growth of local businesses and promoting investments in green infrastructure.

## 1.7 Main integration challenges: Strategic Analysis for Improving the Integrated Approach in Treviso

### Analysis of Current Levels of Integration

Treviso currently faces several challenges related to the integration of various mobility systems and associated services. The key aspects of the analysis include:

- ***Uncoordinated Transport Systems:*** Although different modes of transport (buses, trains, bicycles) exist, they are not yet fully integrated. The lack of connections between different systems hinders the efficiency and usage of public transport. Currently, information on various transport services is not consolidated into a single platform, making it difficult for users to effectively plan their journeys.
- ***Barriers to Intermodal Mobility:*** Despite the intention to promote intermodality, there are limitations in creating well-designed interchange points and providing information about connections. Inadequate physical infrastructure (such as bicycle parking or public transport stops) contributes to this problem.
- ***Low Awareness of Available Services:*** Many citizens are unaware of the transport options available or do not understand how to use them. Communication about mobility services and the promotion of sustainable mobility initiatives is currently insufficient.

### Current Approach to URBACT Cross-Cutting Themes

Treviso's approach to URBACT cross-cutting themes, such as gender, digitalization, and environmental sustainability, presents both strengths and areas for improvement.

1. ***Gender:*** Currently, **consideration of gender issues in mobility planning is limited.** There is no specific data on the subject, although some policies have been implemented to ensure the mobility needs of women and other vulnerable groups are adequately addressed. It is necessary to develop strategies that consider the **diverse needs of**

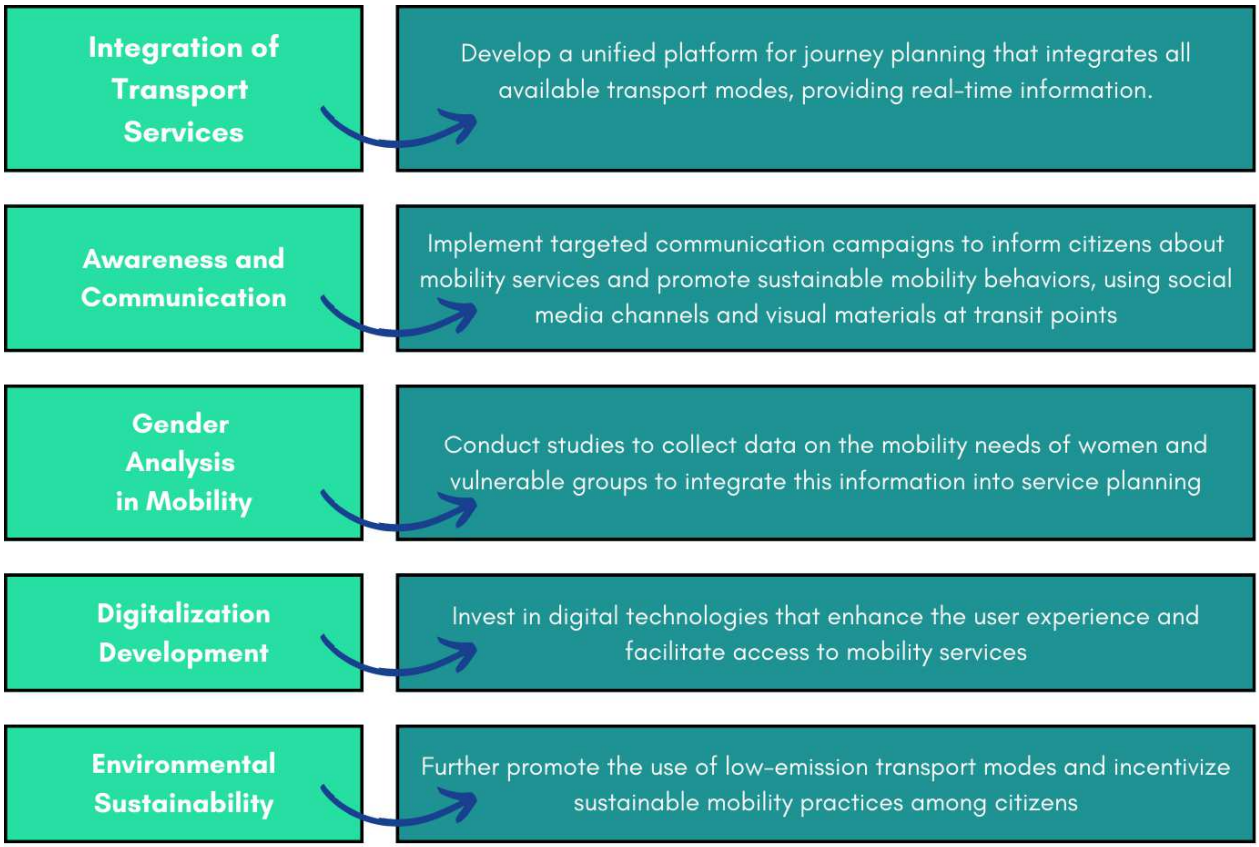
**various** demographic groups, such as families, the elderly, and people with disabilities.

2. ***Digitalization:*** While Treviso is making progress in the digitalization of transport services, the integration of digital technologies across systems is still in its early stages. Implementing a MaaS (Mobility as a Service) system could facilitate better journey planning and provide real-time information to users. Given the advanced average age of the population, **access to digital platforms must be ensured for all citizens**, including those less familiar with technology.

3. ***Environmental Sustainability:*** The commitment to sustainability is evident in the recent introduction of electric buses and the promotion of cycling. However, **a more holistic vision is needed** that integrates all aspects of sustainable mobility, such as reducing CO2 emissions and improving air quality. The creation of green spaces and soft mobility infrastructures must be further incentivized.

## Key Points for Improving Integration

The following strategic points require greater focus to improve the integrated approach:



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## 1.8 Testing Action: Pedestrianization of Piazza Duomo, Tactical Urbanism & Placemaking for Mobility

As part of the Beyond the Urban project, we have designed a testing action to assess the impact of extended pedestrianization of Piazza Duomo, a central and symbolic area in Treviso currently used as a parking lot. This initiative aimed to engage the community and gather valuable feedback to improve sustainable mobility policies outlined in the Urban Sustainable Mobility Plan (SUMP).


*Figure 5: event poster*

## Objectives of the Testing Action

The testing action aimed to:

1. **Evaluate the Impact of Pedestrianization:** Analyze how traffic restrictions in Piazza Duomo affect mobility, accessibility, and quality of life in the area, highlighting how the urban environment can improve by removing cars and creating opportunities for social interaction.
2. **Promote Sustainable Mobility**: Raise awareness among citizens about the benefits of pedestrian and sustainable mobility, encouraging a mindset shift away from car use.
3. **Engage Stakeholders:** Create an event that facilitates active participation from the community and various stakeholders, collecting ideas and suggestions for the SUMP.

## Event Details

**Duration:** The event was temporary, during which Piazza Duomo was closed to vehicular traffic.


*Figure 6: during the event*

**Proposed Activities**:

- **Workshops for Children and Youth**: Setting up a track for young children to try balance bikes; a bike workshop managed by a cooperative working with people with disabilities to teach youth how to repair their bicycles. Small bike safety driving courses for children. Urban planning workshop for children to design their own city.



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*Figure 7: urban planning workshop and Figure 8: bike safety driving courses*

- **Information Stands**: Booths run by various stakeholders where citizens can learn about mobility services and sustainable city initiatives. These stands will also offer informational materials on SUMP and the health benefits of active mobility.

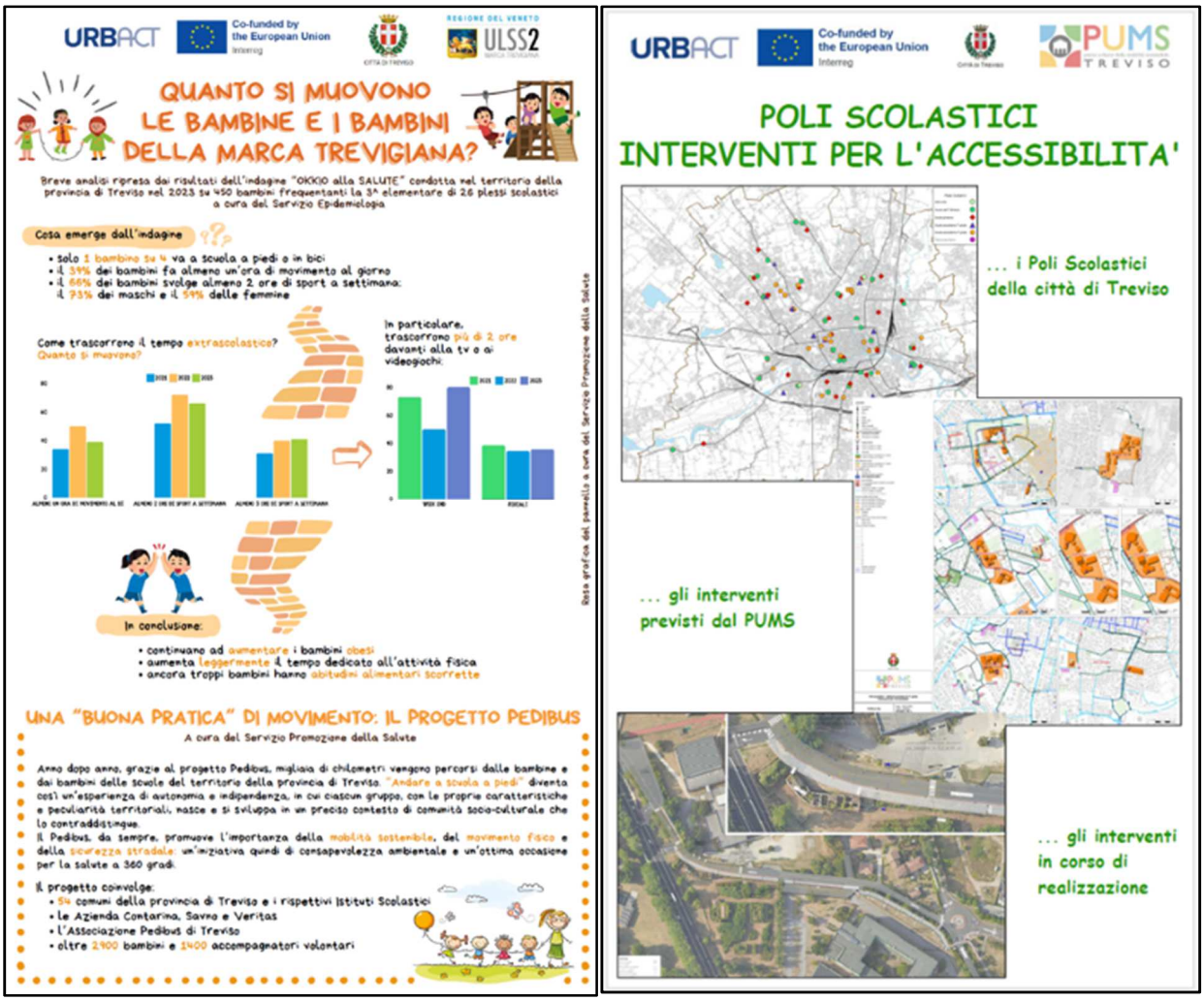


*Figure 9: info stands*

- **Questionnaires and Feedback**: Members of the Urban Local Group (ULG) will be present to administer surveys and gather feedback from citizens. This tool will allow for direct opinions on pedestrianization and the community's mobility needs.

*Figure 10: surveys*

- **Workshops and Brainstorming Sessions**: Co-creation activities where citizens can present ideas and suggestions for improving the mobility system, fostering open and collaborative discussions.

*Figure 11: urban planning brainstorming*



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## Stakeholder Engagement

The testing action was supported by several local stakeholders, including:

- Treviso Mobility Office: Responsible for planning and implementing mobility policies.
- ULSS 2: The local health authority.
- MOM (Mobilità di Marca): The agency managing public transport services in the city.
- Local Associations and Civil Society Organizations: Including citizen groups, cultural, and sports associations, providing community perspectives.

## Outcomes

This testing action has provided useful data for:

- **Evaluating Pedestrianization with Tactical Urbanism Elements and Placemaking Techniques**: Measuring how citizens perceive the idea of a pedestrian-only Piazza Duomo and its impact on their daily lives.
- **Gathering Suggestions for Implementing the SUMP:** Ideas and proposals collected during the event will contribute to more effective strategies for sustainable mobility.
- **Community Building**: Strengthening the connection between citizens and institutions through a participatory event that fosters collaboration and dialogue.

*Figure 12: normal day vs the day of the event*

The pedestrianization testing of Piazza Duomo aimed not only to improve sustainable mobility but also embraces cross-cutting themes of inclusivity, digitalization, and environmental sustainability (green focus).
Here's how each dimension is integrated into the project:

### *Gender*

**Inclusivity:** The event was designed to be accessible to all community members, regardless of gender. Activities, spaces, and services are designed to engage women, men, children, youth, seniors, able-bodied individuals, and people with disabilities.



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**Safety and Comfort**: Pedestrianization offered a safer and more pleasant environment for all people, reducing the risk of traffic accidents. This is particularly important for women and children, who are more vulnerable in busy areas.

### *Digitalization*

**Monitoring Technologies**: We have used tools to collect real-time data on attendance and citizen satisfaction during the event, allowing for more efficient event management and accurate community preference evaluation.
**Information and Communication**: The event was promoted through digital channels, such as social media and online platforms, reaching a broader audience and facilitating participation. Additionally, information booths will use digital technologies to provide real-time information about mobility services.
**Digital Feedback**: Citizens were encouraged to share their opinions through online surveys, facilitating a quick and effective data collection process that can be analyzed efficiently.

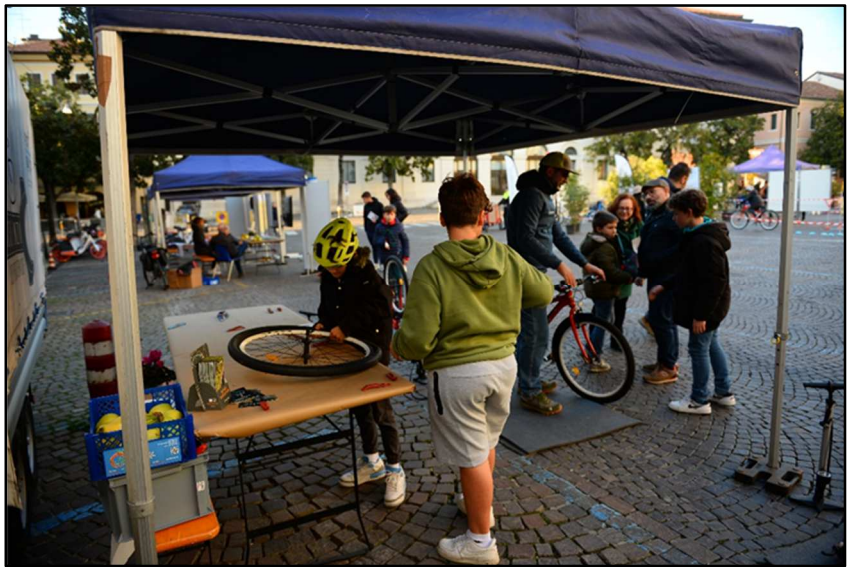

*Figure 13: Bicycle workshop for children during the event*

### *Green Focus*

**Environmental Sustainability**: The pedestrianization of Piazza Duomo represented a significant step towards reducing air and noise pollution, improving air quality, and making the urban environment more livable. This is especially relevant in an era where sustainability is central to public policies.
**Promotion of Alternative Mobility**: The event aimed to raise awareness of the importance of using sustainable transport options, such as bicycles and public transport. Through fun and engaging activities, we want to encourage behavior change towards more eco-friendly mobility choices.
**Expression of the Green Community:** Through the participation of environmental associations and activities related to sustainability, the event aims to educate citizens on the importance of environmental preservation and promoting a sustainable lifestyle.



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# 2. Overral Logic & Integrated Approach



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This section outlines Treviso's strategic framework for promoting sustainable and inclusive mobility. It describes *what* the city aims to achieve (strategic objectives) and *how* these ambitions will be translated into concrete actions (areas of intervention).

**Strategic objectives** represent the city's long-term goals and guiding principles for improving mobility, accessibility, and environmental quality. They express the vision and direction that Treviso intends to follow, for example, reducing private car use, enhancing public transport efficiency, improving air quality, and ensuring that everyone can move safely and comfortably across the city. These objectives provide the conceptual foundation and serve as a reference for decision-making and prioritization and they belong from Treviso's SUMP.

**Areas of Intervention**, on the other hand, identify the practical domains where the city will take action to achieve those objectives. They translate strategy into practice through specific, tangible activities, such as redesigning street spaces, enhancing public transport, implementing digital tools like Mobility as a Service (MaaS), and supporting school and corporate mobility initiatives. Each area groups together a coherent set of operational measures that contribute to one or more strategic objectives.

The **Urbact Local Group (ULG)** has played an important role in shaping the areas of intervention. Through workshops and participatory sessions, local stakeholders, including municipal departments, schools, local health sector and associations helped identify priorities, co-design actions, and ensure that the proposed measures reflect the needs and aspirations of the community. This collaborative process, that was born in Treviso's SUMP and continues in this project, strengthened the link between strategic planning and local implementation, making the IAP not only a technical tool but also a shared roadmap for the city's transition towards a more sustainable, accessible, and connected future.

**The goal is to reduce environmental impact, enhance quality of life, and ensure that every person, regardless of their abilities, can safely and comfortably navigate urban spaces.**



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## 2.1 Strategic Objectives

### A. Meeting the diverse mobility needs of residents, workers, and city users while contributing to urban area governance

- **Enhancing the network of pedestrian and cycling paths.**
  - Redesigning road spaces to allocate only the necessary space for motor vehicles while maximizing areas for pedestrians and bicycles.
- **Reducing private car usage in favor of more sustainable transportation modes.**
  - Improving and innovating Public Transport (PT).
  - Gradually reducing parking areas in city centers.
- **Improving the physical quality of public spaces, making them more accessible and safer for pedestrians.**
  - Redesigning pedestrian pathways with a universal accessibility perspective (direct, barrier-free, obstacle-free, and level-access).
- **Encouraging the use of new technologies for innovative mobility and dedicated services.**
  - Promoting Mobility as a Service (MaaS) systems.
  - Leveraging mobility data for more efficient solutions.
  - Informing and educating citizens on the use of these tools, particularly focusing on seniors and those unfamiliar with technology.

### B. Improving environmental quality (urban and natural landscapes) and reducing population exposure to environmental risk factors

- **Enhancing air quality and reducing noise pollution by decreasing fossil fuel consumption.**
  - Promoting the use of bicycles and buses.
  - Creating "Environmental Zones" with specific limitations.
  - Implementing restrictions in sensitive areas (residential zones, school areas, etc.).
  - Developing corporate mobility management initiatives.
- **Strengthening and promoting sustainable, low-impact transportation modes.**
  - Offering flexible Public Transport services.
  - Introducing incentives for sustainable transportation (transport vouchers, PT discounts).
  - Managing parking spaces by reserving nearby areas for specific categories.
  - Creating secure bicycle parking in key locations.
  - Enhancing multimodal transport options, particularly for last-mile solutions.
  - Strengthening information campaigns on sustainable mobility opportunities.



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## C. Ensuring adequate accessibility for all

- **Reducing vehicle speeds in densely populated and high-traffic areas.**
  - Establishing 30 km/h Zones and Residential Zones.
  - Implementing road narrowing measures to moderate speed.
- **Facilitating people's movement by improving access to places, services, and functions.**
  - Creating safe bicycle parking spaces at destinations.
  - Improving last-mile transport options.
  - Providing mobility information through diverse channels, not just digital platforms.
- **Enhancing public spaces, making them more usable and safe.**
  - Establishing Limited Traffic Zones (LTZ).
  - Creating urban pedestrian areas.
  - Installing functional street furniture.
  - Reducing road width to expand pedestrian areas.
- **Ensuring that vulnerable groups can easily access services and key locations.**
  - Establishing School Zones.
  - Redesigning pedestrian pathways with universal accessibility principles (direct, barrier-free, obstacle-free, and level-access).
  - Reallocating road space to prioritize pedestrians and bicycles over motorized vehicles.
- **Promoting safe coexistence among different traffic components (cars, bikes, pedestrians, buses).**
  - Introducing speed-moderation measures (road narrowing, traffic calming).
  - Establishing Residential Zones, 30 km/h Zones, and LTZ.
- **Increasing citizen satisfaction with various transportation modes, especially sustainable ones.**
  - Creating engaging communication campaigns (gamification, challenges, competitions).
  - Launching awareness activities to encourage new travel habits.
  - Improving bus stop areas.
  - Expanding bicycle lane networks.
  - Offering services at transport hubs (e.g., package lockers).
- **Educating and raising awareness about traffic rules and proper behaviors.**
  - Developing communication strategies.
  - Promoting school initiatives (e.g., rewards for walking or cycling to school).
  - Providing incentives for companies (discounted PT subscriptions, gamification, etc.).



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## 2.2 Areas of Intervention

### 1. Redesign and regulation of street spaces

- Redesigning pedestrian paths with a universal accessibility approach.
- Narrowing roads to prioritize pedestrian and bicycle spaces.
- Creating bottlenecks and traffic calming measures.
- Expanding and enhancing cycling routes.
- Establishing LTZ, 30 km/h Zones, and Residential Zones.

### 2. Public Transport (PT) improvements

- Introducing flexible services to address erratic mobility needs.
- Enhancing bus stop areas for better comfort and safety.
- Increasing public transport efficiency by boosting travel speed.
- Strengthening interchange options to facilitate multimodal transport.

### 3. Digital and technological interventions

- Implementing Mobility as a Service (MaaS) solutions to integrate different transport systems.
- Using mobility data to optimize services.
- Introducing Intelligent Transportation Systems (ITS) and real-time mobility information tools.

### 4. Corporate and school mobility management initiatives

- Offering discounted PT subscriptions for workers and students.
- Securing student drop-off and pick-up areas.
- Creating and regulating "Kiss and Ride" zones near schools and businesses.
- Developing safe and functional bicycle parking at major destinations.



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## 2.3 Information, Communication, and Training

Information, communication, and training actions are cross-cutting elements that support and enhance the effectiveness of interventions in all areas:

### a) Targeting all citizens (linked to areas 1, 2, and 3)

**Objectives:** Raise awareness about sustainable mobility, encourage responsible behaviors, promote modal shift towards sustainable transport, and foster the adoption of new digital tools.

**Methods:**

- Promotions to access sustainable transport services (discounts, free subscriptions, ticket giveaways, etc.).
- Organization of public events and awareness campaigns.
- Gamification activities, contests, and challenges to encourage active participation.
- Use of institutional channels and digital platforms to disseminate information and opportunities.

### b) Targeting students and company workers (linked to area 4)

**Objectives:** Encourage the use of sustainable transport solutions and raise awareness about mobility management opportunities.

**Methods:**

- Engaging schools, businesses, and stakeholders through institutional channels.
- Establishing agreements between local companies and transport service providers (PT, bike sharing, etc.) to offer tailored and discounted services.
- Organizing gamification activities, competitions, and challenges tailored to school and corporate communities.
- Providing dedicated training programs and personalized consultations to encourage new habits and improve infrastructure and service use.



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## 2.4 Summary action table divided by Areas of Intervention

### 1. Redesign and Regulation of Street Space – part 1

| Action | Summary of the Action | Related Strategic Objective | Target Output | Lead Entity | Partners | Resources | Timeline |
|---|---|---|---|---|---|---|---|
| Expansion of Cycling Routes | Expanding and improving bike lanes, including connections between transport hubs. | A, B | More kilometers of safe and connected cycling paths. | Municipality | Cycling Associations, Municipal Public Works Office | Public funds | 18 months |
| Establishment of LTZ, 30 km/h Zones, and Residential Zones | Creating restricted zones to promote slow mobility. | A, B, C | Active and monitored LTZ, 30 km/h Zones, and Residential Zones. | Municipality | Local Police, Associations | Municipal funds | 24 months |
| Communication Campaign on New Public Space Uses | Informing and engaging citizens about the benefits of redesigned public spaces | C | Communication tools (posters, videos, social media content); increased public awareness and acceptance. | Municipality | Local media, Associations, ULG, Schools | Municipal funds, Regional communication grants | 12 months |



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## 1. Redesign and Regulation of Street Space – part 2

| Action | Summary of the Action | Related Strategic Objective | Target Output | Lead Entity | Partners | Resources | Timeline |
|---|---|---|---|---|---|---|---|
| Pedestrian Pathway Redesign | Designing accessible pedestrian paths, free of obstacles | A, C | Upgraded, functional, and accessible pedestrian pathways. | Municipality | Local Police, Associations, ULG | Municipal funds | 12 months |
| Roadway Narrowing | Reducing space for vehicles to increase pedestrian and cycling areas. | A, C | Increased space for pedestrians and bicycles. | Municipality | Local Police, Associations | Public funds | 18 months |
| Traffic Calming | Introducing measures to slow traffic and reduce speed | C | Improved road safety in residential areas. | Municipality | Local Police, Associations | Public funds | 12 months |



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## 2. Public Transport improvements – part 1

| Action | Summary of the Action | Related Strategic Objective | Target Output | Lead Entity | Partners | Resources | Timeline |
|---|---|---|---|---|---|---|---|
| Flexible TPL Services | Introduction of flexible public transport solutions (on-demand, minibuses, etc.). | A | More targeted and adaptable TPL services. | Municipality | Public transport companies, Government Authority | Public and regional funds | 18 months |
| Improvement of TPL Stops | Renovation of stops to increase comfort and accessibility. | A, C | Safe and accessible stops. | Municipality | Transport companies, Government Authority | Public funds | 18 months |
| Increase in Public Transport Speed | Optimization of TPL routes to reduce travel times. | A, B | Greater efficiency of the TPL service. | Municipality | Transport companies, Government Authority | Public funds | 24 months |



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## 2. Public Transport improvements – part 2

| Action | Summary of the Action | Related Strategic Objective | Target Output | Lead Entity | Partners | Resources | Timeline |
|---|---|---|---|---|---|---|---|
| Enhancemet of Interchange Options | Strengthening transport hubs to facilitate multimodal transport. | A, B | Better interconnectio n between transport modes. | Municipality | Transport companies, Private operators | Public funds | 18 months |
| Public Information Campaign on TPL Improvement | Promoting new and improved TPL services through clear, accessible and multi-channel communication | | Increased knowledge and use of improved TPL services; dedicated materials in multiple formats. | Municipality | Transport companies, Local media, Citizens' groups, ULG | Public funds, communicati on resources from TPL operators | 24 months |



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## 3. Digital and Technological Interventions – part 1

| Action | Summary of the Action | Related Strategic Objective | Target Output | Lead Entity | Partners | Resources | Timeline |
|---|---|---|---|---|---|---|---|
| Implementation of MaaS (Mobility as a Service) | Creation of a digital platform integrating various transport systems. | A | Active and widely used MaaS platform. | Municipality | Tech companies, Transport operators | Public funds | 18 months |
| Use of Mobility Data | Implementation of a system to collect and utilize mobility data to improve transport services. | B | Functional traffic analysis system. | Municipality | Universities, IT experts | Public funds | 18 months |



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## 3. Digital and Technological Interventions – part 2

| Action | Summary of the Action | Related Strategic Objective | Target Output | Lead Entity | Partners | Resources | Timeline |
|---|---|---|---|---|---|---|---|
| Introduction of ITS (Intelligent Transportation Systems) | Deployment of technological solutions for optimized traffic management. | B | Operational ITS system on major access roads. | Municipality | Tech companies | Public and EU funds | 24 months |
| Promotion and User Education for Digital Mobility Tools | Communicationfor the adoption of MaaS, mobility apps and ITS solutions by all user groups. | A, B | Increased use of digital platforms and services; tutorials, workshops, online content. | Municipality | Tech providers, ULG | EU and municipal communicati on funds | 18 months |



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## 4.Corporate and school mobility management initiatives – part 1

| Action | Summary of the Action | Related Strategic Objective | Target Output | Lead Entity | Partners | Resources | Timeline |
|---|---|---|---|---|---|---|---|
| TPL Discounts for Companies and Students | Offering discounted public transport subscriptions for local company employees and students. | A | Increase in corporate and student TPL subscriptions. | Municipality | Public transport companies, Local businesses, Trade associations, Schools | Corporate funds, Public funds | 12 months |
| Safety of Student Drop-off and Pick-up Areas | Designing safe spaces for student drop-off and pick-up. | C | Secure and protected loading/unloading areas. | Municipality | Public transport companies, Schools, Local Police | Municipal funds | 6 months |
| "Kiss and Ride" Areas | Creation and regulation of short-term parking zones for parents and workers near schools and businesses. | C | Functional and safe "Kiss and Ride" areas. | Municipality | Schools, Local businesses | Municipal funds | 12 months |



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## 4.Corporate and school mobility management initiatives – part 2

| Action | Summary of the Action | Related Strategic Objective | Target Output | Lead Entity | Partners | Resources | Timeline |
|---|---|---|---|---|---|---|---|
| Secure Bicycle Parking Areas | Establishing secure and functional bike parking areas at key destinations. | B, C | Safe, functional, and well-equipped bicycle parking areas. | Municipality | Businesses, Schools, Cycling associations, Trade associations | Municipal and corporate funds | 12 months |
| Awareness Campaign on Sustainable Commuting Options | Development of targeted communication materials for companies and schools on sustainable commuting choices. | B, C | Increased awareness and participation in mobility plans; digital brochures, info days. | Municipality | Schools, Businesses, Trade associations, Mobility managers | Corporate and public funds | 12 months |



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# 3. Action planning detail



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## Approach

In the framework of the URBACT Beyond the Urban project, **the city of Treviso has adopted a strategic approach** to defining the actions to be included in the implementation phase of its Integrated Action Plan for sustainable mobility.

Based on the shared vision and strategic objectives developed through a wide co-design process involving municipal departments, local stakeholders, and the ULG group, a number of priority actions were selected to kick-start the plan.

The selection is guided by a key criterion: **immediate feasibility and gradual scalability of actions.** The dual objective is to make the plan quickly operational—delivering concrete, measurable, and visible results in the short term—and to build a solid foundation for progressively developing an urban ecosystem based on **sustainable mobility, road safety, accessibility, and innovation.**
The chosen actions offer a balanced mix of **infrastructure interventions**, **innovative public transport solutions**, and **accompanying measures of cultural and managerial transformation.**

Priority was given to those actions that:


In particular, the selected actions address key contemporary urban mobility challenges: ensuring student safety around schools, improving accessibility and the quality of public space, increasing the flexibility of public transport, reducing speed limits in residential areas, and promoting the use of public transport by employees through direct collaboration with local companies.
**These first measures mark the concrete start of the plan's implementation**, providing the city with the opportunity to turn strategy into action and to **demonstrate quickly and tangibly the transformative potential** of the work developed within the URBACT project.



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*Figure 14: Treviso Public Transport Bus – on demand service*

In this context, **communication plays a crucial and transversal role** in supporting and amplifying the impact of the plan. The communication strategy is fully aligned with the principles of the SUMP and the objectives of Beyond the Urban, and is designed to:

**Raise public awareness** of the actions undertaken and their benefits for citizens' daily lives

**Promote behavioural change** by engaging communities and businesses in a shared vision of sustainable mobility

**Enhance transparency and accountability,** making the decision-making process visible and understandable

**Foster active participation,** by giving visibility to the voices and contributions of the ULG and other local actors

**Treviso aims to create a narrative of change that is inclusive, credible, and empowering.**

**In doing so, communication becomes not only a support tool but a core component of urban transformation, helping to build consensus, scale up successful initiatives, and create long-term cultural shifts in mobility behaviours.**



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**Area of intervention:**
**REDESIGN OF STREET SPACE**

**Strategic objectives covered:** A, C

**Timeframe:**

2 years (initial pilot areas, followed by broader implementation)

**Cost:**
2.200.000 €

**Funding:**

- Municipal funds
- National/regional funding for road safety and active mobility
- Possible EU funds (e.g. ERDF, EUI)

**Description:**

Targeted interventions to redesign the road layout in order to redistribute public space in favor of pedestrians and cyclists, and to introduce traffic calming measures aimed at improving safety, accessibility, and the overall quality of the urban environment. The interventions include lane narrowing, raised pedestrian crossings, pedestrian refuge islands, neckdowns, and chicanes.

**Responsability:** Comune di Treviso (mobility office, public works office)

**Stakeholders:**

- Technical and mobility department
- Local police
- Residents' and merchants' associations
- Schools or services near intervention areas
- Local residents

**Related actions:**

ROAD REDESIGN AND TRAFFIC CALMING MEASURES

**Specific tasks:**

- Analysis of streets with the highest accident rates or criticalities for vulnerable users
- Design of traffic calming measures (e.g. narrowing, raised elements, visual cues)
- Phased construction planning to minimize traffic disruption
- Enhancement of pedestrian and cycling routes
- Placemaking activities and temporary interventions
- Citizen involvement and communication activities
- Ex-post monitoring of average speed and accident rates

**Indicators, monitoring and evaluations:**

- Number of upgraded streets
- Number of crossings and areas implemented
- Reduction in accidents in the intervention area



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**Area of intervention:**
**REGULATION OF STREET SPACE**

**Strategic objectives covered:** A, B, C

**Timeframe:**

3 years (pilot phase, permanent implementation, progressive expansion)

**Cost:**
100.000 €

**Funding:**

- Municipal funds
- National/regional funding for road safety and active mobility
- Co-funding from European projects (e.g. LIFE Programme)

**Description:**

Implementation of new Limited Traffic Zones (ZTL), 30 km/h Zones, Residential Zones, and School ZTLs, to reduce vehicle traffic, improving road safety, promoting slow mobility, and decreasing air and noise pollution. The action includes defining the zone boundaries, installing signage, introducing potential electronic access control systems, and conducting public awareness campaigns.

**Responsability:** Comune di Treviso (mobility office)

**Stakeholders:**

- Local Police
- Residents and neighborhood committees
- Trade and professional associations (e.g. shopkeepers, artisans)
- Schools (in the case of school zones)
- Technical and mobility department

**Related actions:**

ESTABLISHMENT OF LIMITED TRAFFIC ZONES (ZTL) AND 30 KM/H ZONES

**Specific tasks:**

- Mapping of areas with low-quality road, particularly within environmental islands (areas outside major road corridors)
- Design of ZTL and 30 km/h Zones, including entry points
- Installation or adaptation of vertical and horizontal signage
- Relocation and potential upgrade of access control systems (e.g. cameras, electronic gates) for ZTLs
- Introduction of physical speed-reducing elements (speed bumps, lane narrowings, painted pavements)
- Communication and information campaigns for residents, business owners, and the general public

**Indicators, monitoring and evaluations:**

- Total surface area of ZTLs and 30 km/h Zones established (sqm)
- Reduction in private vehicle traffic (% compared to baseline)
- Change in average vehicle speed in 30 km/h Zones
- Reduction in road accidents
- Resident satisfaction level (survey)



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**Area of intervention:**
**PUBLIC TRANSPORT IMPROVEMENTS**

**Strategic objectives covered:** A

**Timeframe:**

2 years (with a 12-month pilot phase and potential extension)

**Cost:**
400.000 €

**Funding:**

- Regional or national funding for sustainable mobility
- Contributions from beneficiary companies

**Description:**

Activation of flexible public transport services (on-demand, call-based, shuttles with dynamic schedules) to respond to variable mobility needs in specific time slots or low-demand areas, promoting access to services and reducing private car use, especially in suburban areas and underserved districts.

**Responsability:** Comune di Treviso, Urban public transport provider

**Stakeholders:**

- LPT operator
- Companies (industrial or commercial areas with non-standard mobility needs)
- Citizens and local associations
- Local public transport authority

**Related actions:**

FLEXIBLE LOCAL PUBLIC TRANSPORT (LPT) SERVICES

**Specific tasks:**

- Mapping of areas and time slots with irregular or low mobility demand. Mapping of "traditional" routes that can be replaced with on-demand services
- Design of the flexible service (e.g. booking platform, variable routes, minimum frequency)
- Collaboration with the LPT operator for pilot implementation of the service
- Information campaign targeting residents, workers, students, and the elderly
- Monitoring and dynamic adjustment of routes/services based on collected data

**Indicators, monitoring and evaluations:**

- Number of users served by the new service and total LPT users
- Kilometres of flexible routes activated
- User satisfaction level (survey)



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**Area of intervention:**
**CORPORATE MOBILITY MANAGEMENT**

**Strategic objectives covered:** A

**Timeframe:**

2 years (pilot phase in the first year, expansion in the second year)

**Cost:**
100.000 €

**Funding:**

- Municipal funds
- Company co-funding
- European programs (e.g., Horizon, LIFE for pilot projects)

**Description:**

Development of a corporate mobility management program targeting local companies, aimed at promoting the use of public transport and sustainable mobility among employees. It includes discounted subscriptions, agreements between Municipality, companies, and public transport providers, awareness campaigns, and data collection on home-work commuting patterns.

**Responsability:** Comune di Treviso (Area mobility management), companies, public transport providers

**Stakeholders:**

- Companies and trade associations
- Local Public Transport provider
- Unions and workers' representatives
- School authorities (for potential replication in schools)
- Corporate Mobility managers

**Related actions:**

CORPORATE AND SCHOOL MOBILITY MANAGEMENT INITIATIVES

**Specific tasks:**

- Contacting companies with more than 100 employees
- Launching a permanent technical working group between the Municipality, companies, and sustainable transport service providers
- Signing agreements for discounted subscriptions and shared mobility solutions
- Collecting needs and expectations through the corporate mobility manager
- Carrying out information campaigns within companies
- Monitoring home-work travel through surveys
- Supporting the training of corporate Mobility Managers to align with municipal policies
- Assisting in drafting Home-Work Travel Plans (PSCL) for company employees

**Indicators, monitoring and evaluations:**

- Number of companies involved
- Number of employees involved
- Number of PSCLs drafted
- Number of employees with activated discounted subscriptions
- Modal shift in home-work travel (% share of public transport)
- Reduction in car use for commuting
- Satisfaction of companies and employees (survey)



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**Area of intervention:**
**SCHOOL MOBILITY MANAGEMENT INITIATIVES**

**Strategic objectives covered:** C

**Timeframe:**

3 years

**Cost:**
300.000 €

**Funding:**
- Municipal funds
- Regional/national funds

**Description:**

Securing student drop-off and pick-up areas near major upper secondary school complexes by relocating private cars away from school entrances and physically separating bus flows from students on foot and by bicycle.

**Responsability:** Comune di Treviso (Area mobility management), schools

**Stakeholders:**

- Local Police
- Residents and neighborhood committees
- Trade and professional associations (e.g. shopkeepers, artisans)
- Schools (in the case of school zones)
- Technical and mobility department

**Related actions:**

ROAD DESIGN AND TRAFFIC CALMING - "KISS AND RIDE" AREAS

**Specific tasks:**

- Establishment of school Low Traffic Zones (ZTL) to move private vehicles outside the school area
- Physical separation of pedestrian and cycling flows from buses
- Definition of designated Kiss & Ride zones
- Communication and information campaigns targeting students and families

**Indicators, monitoring and evaluations:**

- Number of students involved
- Square meters of school Low Traffic Zones established
- Square meters of space reserved for bicycles and pedestrians



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## Risk management

Below we present a risk assessment and subsequent mitigation related to the previously presented tables on measures and actions to be undertaken.

| REDESIGN AND REGULATION OF STREET SPACE - ESTABLISHMENT OF LIMITED TRAFFIC | |
|---|---|
| **Risk:** | **Mitigation** |
| Opposition from residents or business owners | Early engagement through meetings and workshops, temporary pilot phase |
| Traffic diversion to secondary streets | Integrated network planning and gradual implementation of measures |
| Low initial compliance with speed limits in 30 km/h Zones | Targeted enforcement by local police, enhancement of physical calming measures |

| REDESIGN AND REGULATION OF STREET SPACE - ROAD REDESIGN AND TRAFFIC CALMING MEASURES | |
|---|---|
| **Risk:** | **Mitigation** |
| Resistance from motorists or residents opposed to the reduction of carriageway space | Clear communication on safety and urban quality monitoring results. |
| Technical difficulties in critical points (e.g. narrow intersections, private property access). Need for balance between public transport, pedestrian, cycling, vehicular/motorized traffic, and urban greenery. | Flexible, customized design on a case-by-case basis |
| Increased congestion during construction phases | Phased planning and scheduling during off-peak hours |
| Insufficient impact on vehicle speed if interventions are not well-calibrated | Combined use of physical measures, signage, and urban furniture |



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| PUBLIC TRANSPORT IMPROVEMENTS - FLEXIBLE LOCAL PUBLIC TRANSPORT (LPT) SERVICES | |
|---|---|
| **Risk:** | **Mitigation** |
| Low user uptake due to limited awareness or established habits | Information campaigns, training on app use, direct citizen engagement. Support for platform use through a tutoring service especially targeted at the elderly. |
| Technological challenges in managing dynamic routing | Selection of experienced service providers, use of tested platforms, pilot implementation |
| Long-term economic sustainability | Initial funding through public sources, potential fare-based co-financing, ongoing cost-benefit assessment |

| CORPORATE AND SCHOOL MOBILITY MANAGEMENT INITIATIVES - "KISS AND RIDE" AREAS | |
|---|---|
| **Risk:** | **Mitigation** |
| Resistance from parents to the establishment of a school ZTL | Targeted information campaign, involvement of parents' committees in the planning phase, communication of safety benefits for students. |
| Technical difficulties in separating pedestrian/cyclist and bus flows | Preliminary analysis of school access logistics, participatory planning with mobility experts and school representatives. |
| Low use of Kiss & Ride areas due to entrenched habits of direct drop-offs at the school entrance and lack of awareness of alternatives | School circulars, deterrence through local police patrols, clear visual communication, and continued presence during initial implementation phase |
| Delays in implementation (e.g. construction works or signage) | Phased scheduling, early involvement of technical departments, start with simple actions (signage, temporary placemaking) before moving to infrastructure work. |
| Lack of coordination between the school, the City, and the public transport operator | Establishment of a permanent technical working group with regular operational monitoring meetings |



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| CORPORATE MOBILITY MANAGEMENT TO PROMOTE PUBLIC TRANSPORT USE - CORPORATE AND SCHOOL MOBILITY MANAGEMENT INITIATIVES | |
|---|---|
| **Risk:** | **Mitigation** |
| Low participation by companies | Dedicated discounts for employees of companies participating in the working group for the purchase of sustainable transport services |
| Limited flexibility of public transport in relation to work schedules | Involvement of transport providers to adapt routes and stops; data analysis support to assess the sustainability of dedicated services (e.g., shuttles); implementation of flexible services |
| Low worker engagement | Targeted campaigns, gamification, rewards for continuous use of public transport |
| Difficulty ensuring long-term continuity | Formalization of working groups and provision for annual updates |



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# 4. Implementation framework



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## 4.1 Participation and Governance

The implementation of the Integrated Action Plan (IAP) for sustainable mobility in the Municipality of Treviso is based on a **structured governance model,** designed to ensure strategic coherence, operational capacity, and institutional continuity. This structure is conceived to effectively coordinate the various levels of municipal administration, territorial stakeholders, and technical partners over the long term.

Specifically, the political and strategic steering of the Plan is entrusted to the Municipal Administration, with a central role played by the Department of Urban Planning and Mobility, in close synergy with the Mayor and the Executive Board.

Technical and operational support is ensured by an **intersectoral coordination** unit composed of officials and managers from the main departments involved (urban planning, mobility, public works, environment, education, social policies, digital innovation), which has already successfully operated during the drafting of the Plan and the SUMP, and will continue with coordination functions during the implementation phase.

This operational unit will be responsible for:


This model is inspired by the principle of cross-sectoral integration of urban policies, where mobility is not only considered a technical sector but a transversal lever for promoting environmental sustainability, social inclusion, well-being, urban attractiveness, and innovation.

The IAP is also designed in close alignment with other planning tools currently being developed or updated, in particular:



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- The **new Sustainable Urban Mobility Plan (SUMP),** which shares a medium-to-long-term vision and specific environmental and urban planning criteria;
- The **Planning Instrument (PI),** which integrates the urban and infrastructural transformations foreseen by the IAP;
- The **Sustainable Energy and Climate Action Plan (SECAP);**
- The municipal **Building Code**, which may potentially include incentive measures for sustainable mobility in private developments.

In this sense, the IAP is not a standalone document, but a truly integrated operational framework capable of aligning projects and resources from various sources, including:

- European structural funds (ERDF, ESF+, Interreg);
- National programming tools (RRF, Development and Cohesion Fund, National Transport Fund);
- Regional and metropolitan calls for proposals;
- Municipal resources and contributions from private stakeholders involved.

At the institutional level, the Municipality of Treviso also aims to strengthen its active role within the Provincial Territorial Strategy, promoting shared projects with neighboring municipalities, especially for the coordinated management of local public transport, inter-municipal cycling networks, school services, and peri-urban mobility in general.



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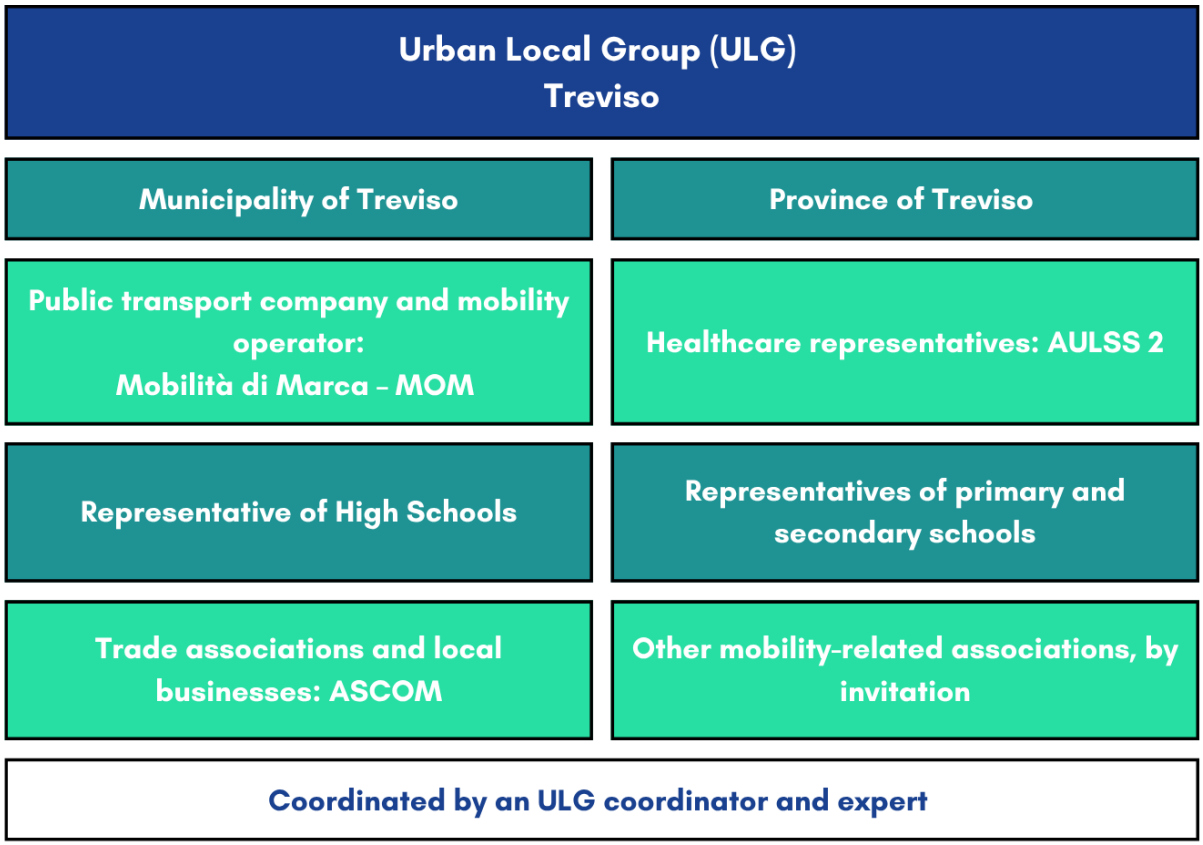
## Stakeholder Engagement

A distinctive feature of the entire development process of the Integrated Action Plan was its participatory approach, carried out within the framework of the URBACT "Beyond the Urban" project, through the establishment and strengthening of an **Urban Local Group (ULG)** representing the diversity of actors in the area.

**Treviso's ULG** included a heterogeneous network of stakeholders, as follows:




The group played a fundamental role in identifying the critical issues and needs related to urban mobility, contributing to defining strategic priorities and co-designing some of the actions included in the Plan, in addition to a beta testing phase. This experience demonstrated how active participation fosters innovation in public policies, strengthens the legitimacy of decisions, and enhances the effectiveness of interventions.

While the Municipality of Treviso retains overall responsibility for the implementation of the IAP, the Urbact Local Group (ULG) plays a complementary and participatory role that extends beyond formal administration.

The ULG acts as a **platform for co-design, consultation, and shared learning**, ensuring that the actions developed under the plan reflect the



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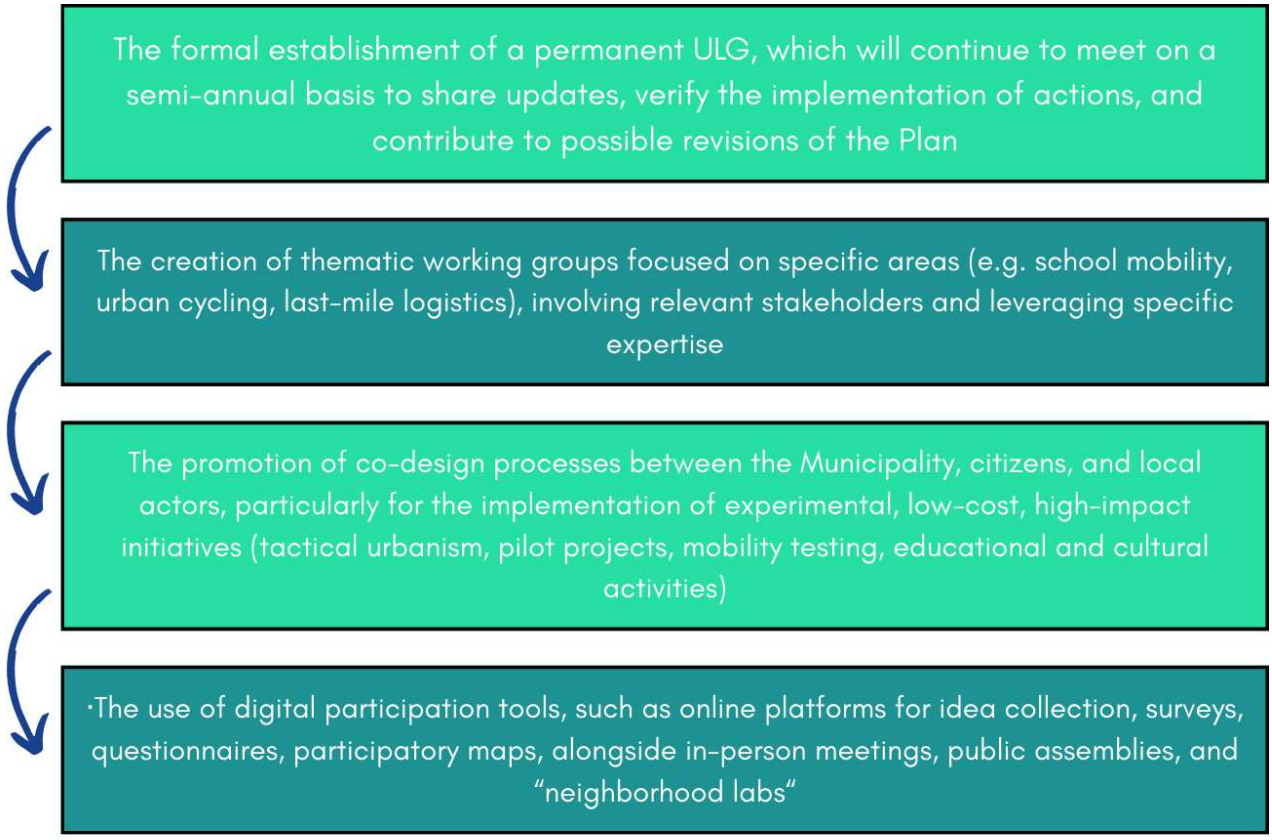
priorities and insights of local stakeholders. It includes representatives from schools, health sector, mobility operators, professional associations.

During the drafting phase of the IAP, the ULG contributed actively to the identification of pilot actions. Its involvement has been particularly significant in shaping communication strategies and participatory tools, such as awareness campaigns and school mobility initiatives.

It is important to note that the ULG's role is **not operational execution** — which remains under the competence of municipal departments— but rather **collaborative governance**: supporting dialogue, validation, and community engagement around sustainable mobility.

In the upcoming implementation phase, the ULG will take on a more structured function in **monitoring and evaluating** progress, ensuring transparency and accountability, and facilitating the dissemination of results across the local community and within the URBACT network.

In line with this approach, the Municipality of Treviso intends to institutionalize the continuous involvement of stakeholders during the implementation phase through:




Special attention will be given to including **vulnerable or traditionally excluded groups in decision-making processes**, such as children and adolescents, persons with disabilities, the elderly, foreign-born residents, and



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individuals facing economic hardship. The Plan may include specific measures for these groups, involving them both as beneficiaries and as co-designers of actions.

Looking ahead, the ULG could be an interesting advisory body for sustainable urban policies, assigning it proactive, consultative, and evaluation functions beyond the lifespan of the URBACT project.

## Capacity Building

The effective implementation of the Integrated Action Plan requires not only financial and organizational resources but also **the strengthening of skills, knowledge, and operational capacity among all involved parties**. Capacity building therefore becomes a strategic and cross-cutting dimension of the Plan, addressed both internally (within the municipal administration) and externally (towards active citizens, associations, and local stakeholders).

Within the municipal administration, the main challenge is to develop an organizational culture focused on policy integration, ecological transition, and experimentation, avoiding the fragmentation typical of a "silo" approach. To this end, the Municipality of Treviso intends to activate a training and upskilling program for its employees and managers, particularly in the departments of urban planning, mobility, public works, innovation, and participation.

The capacity building plan may include:

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| **Training workshops and thematic seminars** | in collaboration with universities, research centers, European networks (e.g. CIVITAS, POLIS), and technical partners |
| **Exchanges of best practices** | with other Italian and European cities engaged in similar processes, including study visits and field trips (IURC programme) |
| **Technical and regulatory update modules** | e.g. on integrated planning tools, sustainable urban design criteria, smart mobility technologies, and ESG (Environmental, Social, Governance) criteria |
| **Team building sessions and interdepartmental work practices** | to strengthen collaboration among offices and improve the capacity to manage complex, shared projects |

Externally, the goal is to foster widespread knowledge and skills related to sustainable mobility, thereby initiating cultural change and encouraging broad-based responsibility.



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In this context, the Plan may include initiatives targeting:

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| **Schools and educational institutions** | with educational programs on active mobility, road safety, climate change, and sustainable citizenship, using participatory and experiential methods |
| **Economic operators** | especially businesses in the historic center and artisanal areas, to promote efficient logistics solutions aligned with the environmental goals of the Plan |
| **Associations and civic groups** | to be involved in territorial engagement activities, civic monitoring, facilitation of participatory processes, and support for awareness campaigns |
| **Local professionals and technicians** | with opportunities for exchange on design principles related to cycling infrastructure, accessibility, universal design, and public space regeneration |

In a broader perspective, the Municipality may consider positioning itself as a regional competence hub for sustainable urban innovation, capitalizing on the experience gained through the URBACT project and creating a "community of practice" to generate knowledge, support other local authorities in the metropolitan area, and attract new pilot projects and experimental initiatives.

## Monitoring and Reporting

To ensure effective implementation of the Integrated Action Plan and the continuous improvement of sustainable mobility policies, the Municipality of Treviso envisions a comprehensive monitoring and reporting system. This system will allow not only for tracking the progress of individual actions but also for evaluating the overall impact of the Plan in environmental, social, and economic terms.

The monitoring system is based on three core principles:

- **Transparency**, through the publication of results and open access to key data;
- **Participation**, by involving the ULG in coordination with the local administration;
- **Adaptability**, as indicators, tools, and goals will be revised in response to changes in the urban context and in European, national, and regional policies.



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Monitoring indicators will be built around the specific objectives defined in the relevant chapter of the Plan, and will be organized into three levels:

1. **Output**: measuring the implementation of activities (e.g. km of bike lanes built, number of park-and-ride facilities activated, number of participatory events held).
2. **Outcome**: measuring the direct changes resulting from actions (e.g. increase in active mobility share, reduction of private car traffic, improvement in air quality).
3. **Impact**: measuring long-term effects, also in a cross-sectoral perspective (e.g. $CO_2$ emissions reduction, increase in social cohesion, territorial attractiveness).

**Key tools for monitoring may include:**

- A digital interactive dashboard, with periodic updates on key performance indicators **(KPIs);**
- A **progress report validated** by the coordination group and the ULG;
- **Mid-term and final evaluations**, using participatory methodologies and external technical support;
- **Citizen surveys** to assess perceived changes in urban mobility;
- **Physical and environmental surveys** through sensors, automatic counters, field observations, and official sources (e.g. ARPAV).

The reporting system will be integrated with existing municipal platforms and may benefit from synergies with ongoing European and regional programs. The results will help inform potential strategic adjustments, resource reallocation, and improved policy effectiveness.



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## 4.2 Risk Management

The full implementation of the Plan is not without risks, which may delay or hinder its realization. A systemic risk management approach is therefore essential to identify potential critical issues in advance and activate preventive and mitigation measures. The main risks identified are listed below, along with a brief analysis and potential countermeasures.

| Risk: | Motivation | Planned measures |
|---|---|---|
| **Risk 1 – Lack of dedicated staff and insufficient internal expertise** | Many of the proposed actions require planning, management, communication, and monitoring capacities that may exceed the current administrative resources. | Activation of funded projects (e.g. residual RRF, direct EU funds) to hire technical-administrative staff; research grants, internships, and university collaborations; strengthening internal capacity building. |
| **Risk 2 – Bureaucratic complexity and long timelines for authorizations and tenders** | The physical implementation of many actions (infrastructure, road changes, PT vehicle purchases) requires complex administrative procedures not always aligned with public expectations. | Establishment of a permanent interdepartmental working group for plan implementation; framework agreements with suppliers and designers; early involvement of relevant authorities (Heritage Office, Region, Health Authority, etc.) in the planning phase. |
| **Risk 3 – Cultural resistance and conflicts over public space use** | Policies favoring sustainable mobility may face resistance from citizens or economic groups accustomed to car-dominated urban spaces. | Investments in communication and awareness, participatory processes starting from co-design phases, temporary experiments (tactical urbanism) to test solutions and gather feedback. |
| **Risk 4 – Lack of funding for the implementation phase** | Some actions in the Plan depend on securing additional resources through calls and external funding. | Planned measures: updated mapping of funding opportunities (e.g. ERDF, National Operational Programmes such as PON Metro, regional funds); preparation of "ready-to-apply" executive projects; activation of public-private partnerships where compatible. |
| **Risk 5 – Limited political and administrative continuity** | Achieving the objectives requires medium-to-long term timelines, which may clash with changes in political mandates or administrative discontinuity. | Institutionalization of the Plan as a binding strategic document (integration into urban planning tools and the DUP – Unified Programming Document); creation of a multi-year political-technical coordination body; stable involvement of key stakeholders. |



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## 4.3 Conclusion and Key Takeaways

### Key takeaways from the IAP process

The Integrated Action Plan of Treviso represents a significant step forward in the city's long-term vision for sustainable mobility and urban innovation. The process has combined strategic alignment with European and regional policies, the active involvement of institutional offices, and the participatory dimension ensured by the Urbact Local Group. This combination has allowed Treviso to design an action plan that is both ambitious and realistic, rooted in the city's existing capacities while open to experimentation and innovation. It includes:

| | |
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| **Integration of strategies and policies** | The strong linkage between local planning tools (such as the SUMP) and European frameworks (ERDF, ESF, Urbact) provides a coherent roadmap for future implementation |
| **Participatory governance** | The role of the ULG has been essential in ensuring inclusiveness, enabling co-creation, and creating a platform for dialogue among stakeholders |
| **Organizational learning** | The collaboration between the Mobility Office and the European Projects Office, reinforced by political support, demonstrates the city's capacity to build on its strengths while addressing internal challenges, such as departmental compartmentalization |
| **Innovation and digital solutions** | Emphasis on MaaS, intermodality, and smart services shows Treviso's readiness to embrace new mobility paradigms |
| **Sustainability as a driver of identity** | Winning the European Green Leaf Award 2025 has positioned Treviso as a forward-looking city, committed to integrating environmental awareness into its policies and practices |

The IAP process has also produced several lasting outcomes for the city's governance and mobility planning:

- Strengthened **collaboration between municipal departments and external partners**, fostering a culture of integrated planning;
- Consolidation of **participatory methods** and co-design practices introduced through the Urbact network;
- Development of a **clear operational link** between the Sustainable Urban Mobility Plan (SUMP) and concrete, implementable actions;
- Enhanced awareness of the **role of communication, data, and digital tools** in achieving behavioral change;
- Reinforcement of **Treviso's European dimension** through peer learning, exchange, and visibility within the Urbact network.



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## Next Steps and Implementation Outlook

The implementation of Treviso's Integrated Action Plan is already well underway. Rather than marking a starting point, this phase represents a structured continuation of processes initiated during the URBACT journey and aligned with the city's Sustainable Urban Mobility Plan (SUMP). The IAP thus serves as a dynamic framework that connects ongoing actions, pilot experiments, and future developments in a coherent roadmap toward sustainable and inclusive mobility.

**2024–2025: Experimentation and Early Implementation**
Several key initiatives have already been launched in advance of the IAP's formal adoption.

- **Flexible transport services** have been in experimental operation since summer 2024, testing demand-responsive models and digital booking systems. This pilot phase will continue through December 2025, followed by a monitoring and evaluation stage to define service parameters for long-term integration into the public transport system;
- **Infrastructure and traffic management measures,** including street redesign, cycling network extensions, and road space reallocation, are already in progress. These works represent the foundation for the physical transformation of mobility in Treviso and will continue to expand progressively over the next years;
- **Traffic limitation schemes,** such as School zones and 30 km/h areas, are being gradually extended, combining regulatory actions with communication and citizen engagement to enhance road safety and accessibility.

**2025–2026: Partnership Building and Mobility Management**
Building on the participatory framework developed through the URBACT Local Group, Treviso is establishing a **mobility management platform** that brings together local companies and transport service providers. This roundtable aims to formalize a cooperation protocol offering promotions, incentives, and preferential conditions for employees who adopt sustainable travel modes. The initiative, coordinated by the Area Mobility Manager, will also contribute to developing customized mobility plans for large employers and school institutions.

**2026–2028: Communication, Integration, and Evaluation**
The next phase will focus on consolidating the city's efforts through integrated communication and monitoring activities.

- **Communication and awareness actions** will start in early 2026, combining city-wide campaigns, gamification challenges, and educational projects targeting schools, companies, and citizens;


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- **Digital and technological solutions**, including the expansion of Intelligent Transport Systems (ITS) and the integration of Mobility as a Service (MaaS) platforms, will ensure data-driven decision-making and user-oriented services;
- By **2028**, the city will conduct a full evaluation of the IAP's implementation results, measuring progress through mobility indicators, user satisfaction, and environmental impact. These findings will inform the next update of the SUMP, ensuring continuity and adaptability.

Throughout this period, the **Urbact Local Group** will maintain its role as a collaborative governance platform, supporting participatory monitoring, disseminating results, and fostering dialogue between citizens, businesses, and institutions. The Municipality of Treviso, through its Mobility and European Projects Offices, will ensure strategic coordination, resource alignment, and coherence between ongoing projects and future European funding opportunities.

By consolidating actions already in motion and advancing through these coordinated steps, **Treviso reinforces its position as a city capable of combining innovation, participation, and environmental responsibility,** contributing to the broader European goals of climate neutrality, urban resilience, and inclusive growth.



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