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Action Plan ATB Mobility, Bergamo, Italy

Action Plan to add value on the forward supply chain and optimise delivery of vehicles by circular procurement

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Abbreviations of partners

Abbreviation	Partner name
LVB	Leipzig Public Transport Company, Germany
PKA	Public Transport Bus Operator in Gdynia, Poland
UG	University of Gdańsk, Poland
SZKT	Szeged Transport Company, Hungary
Kruch	Kruch Railways Innovations, Austria
MOM	Municipality of Maribor, Slovenia
UM	University of Maribor, Slovenia
ATB	ATB Mobility Bergamo, Italy
Redmint	Redmint social enterprise, Italy
Mobilissmus	Mobilissimus Ltd., Hungary
TM	trolley:motion association, Austria

Contents

1. Executive summary

The CE4CE project empowers circular economy system thinking for actors in public transport from Central European countries to reduce waste and create value along new life cycles of infrastructure and rolling stock. To do so, CE4CE jointly develops solutions that increase knowledge and capacities for the sector, help reduce barriers and costs, and initiate the development of new services and skilled jobs, as well as strategies and action plans that improve policy development, learning and exchange on the regional and transnational level. CE4CE aims at bringing circular economy principles into the public transport sector and, thus, reduce waste, increase efficiency in the sector and improve the ecological footprint of public transport.

Furthermore, stakeholders from the public transport community will cooperate in CE4CE to jointly develop and adapt processes and solutions as key enablers for the integration of circular economy principles, like data sharing concepts, new (innovation) procurement guidance, product and business model designs, extended life-cycle assessment, and cost-benefit analysis methodologies.

CE4CE will jointly develop outputs based on co-creation and peer reviews for take up by the public transport sector, e.g. pilot actions and solutions such as the CE4CE Circularity Compass for public transport, the CE4CE Circularity Knowledge platform, a web-based second-hand marketplace, strategies and pilot actions to increase resource-efficiency and pilots demonstrating use more, reuse and recycle approaches for the public transport sector.

CE4CE's partnership reflects the whole value chain and transport sector system perspective including 11 project partners from 6 Central European countries, ranging from public transport authorities/operators, industry and research to interest groups. To enlarge this cooperation, associated partners like the international active networks ICLEI, UITP and EIT Urban Mobility/Raw Materials are strategically involved to maximise communication outreach and knowledge transfer of project results.

This document presents the Action Plan developed by ATB Mobility Bergamo within the CE4CE project. It describes the development process, stakeholder engagement, strategic alignment, implementation measures, and monitoring mechanisms.

This document is organized as follows:

Chapter 2 is about an introduction to the ATB Mobility Bergamo Action Plan developed within the CE4CE project.

Chapter 3 explains the strategic background and context for the Action Plan initiation.

Chapter 4 is presenting the Action Plan development and its main features and measures.

Chapter 5 presents the main outcomes, lessons learned and conclusions

Chapter 6 focuses on the next steps beyond the CE4CE project lifetime.

Chapter 7 contains the annexes of the document.

2. Introduction to the ATB Mobility Bergamo Action Plan

Founded in 1907, ATB[1] is today a reality that operates in the Bergamo area and in the 29 neighbouring municipalities, offering services in the field of transport and mobility to tens of thousands of people every day. Over the years, its activities have expanded both in the field of public transport (funiculars, buses and trams) and mobility (parking, info-mobility, ZTL, bike sharing). In order to better govern the processes and meet the needs of the community, ATB has structured itself into a Group consisting of several companies headed by ATB Mobilità S.p.A, including ATB Servizi S.p.A., which operates the public transport network in the city of Bergamo and the 29 municipalities of the metropolitan area.

The development of the ATB Mobility Bergamo Action Plan originates from the need to transition towards a more sustainable and resource-efficient public transport system. The increasing pressure to reduce environmental impacts, combined with rising operational costs and regulatory requirements, has highlighted the importance of adopting circular economy principles within public transport operations.

The Action Plan addresses key challenges such as the high consumption of energy and materials, limited lifecycle management of assets, and the need to integrate renewable energy solutions. It also responds to the necessity of improving maintenance practices and enhancing procurement strategies to include circularity criteria.

The scope of the Action Plan has been defined in collaboration with internal departments, subsidiaries, and public stakeholders, particularly the Municipality of Bergamo. The expected outcome is the implementation of a structured set of measures that will enable ATB to become a circular Public Transport Operator, generating tangible environmental and economic benefits for the local territory.

3. Strategic background and context for the Action Plan development

The Action Plan is developed within a multi-level strategic and regulatory framework that includes local, national, and European policies. At the local level, the plan aligns with Bergamo's Sustainable Energy and Climate Action Plan (SECAP) and the Climate City Contract, both of which aim to reduce greenhouse gas emissions and promote sustainable urban development.

At the mobility planning level, the Action Plan complements the Sustainable Urban Mobility Plan (SUMP), which sets a 2030 horizon for transport system improvements. The Action Plan contributes by introducing circular economy principles as a cross-cutting dimension to existing mobility strategies.

At the national level, the plan is supported by funding opportunities such as the Italian Recovery and Resilience Plan (PNRR), which enables investments in infrastructure, electrification, and innovation (e.g., eBRT systems).

At the European level, the Action Plan is embedded within the Interreg Central Europe *CE4CE project*[2] and further supported by initiatives such as Interreg Euro-MED *E-MED project*[3], which provides continuity for testing and scaling circular solutions.

[1] https://www.atb.bergamo.it/en/
[2] https://www.interreg-central.eu/projects/ce4ce/
[3] https://e-med.interreg-euro-med.eu/

4. Development of the Action Plan to add and recapture value and optimise delivery of rolling stock along new life cycle value chains

4.1. The methodology used in the Action Plan development process

The Action Plan has been developed through a structured process combining internal analysis, pilot action results, and strategic alignment with existing company and policy frameworks. Measures were identified based on lessons learned from pilot activities, as well as ongoing strategies related to rolling stock, energy, and infrastructure.

4.2. Stakeholder engagement process

The definition of strategic actions has been carried on throughout the whole duration of the project. In the first phases, between the end of 2023 and the beginning of 2024 suppliers have been engaged in the debate through a workshop on relevant circularity and green procurement criteria and approaches at EU and national level, the participation to a survey focussing on circular procurement, the presentation and discussion of the results of the survey.

In general, the development process involved both internal and external stakeholders. Internally, different departments and subsidiaries (including TEB and ATB Servizi) contributed to defining and refining the proposed measures. Externally, the Municipality of Bergamo, as the main shareholder, played a key role in prioritising and approving the Action Plan.

Additional engagement includes collaboration with international experts and partners from synergetic projects, such as Interreg Alpine Space *Degree4Alps*[4] (in May 2025 in Maribor), and Interreg Euro-MED *E-MED* (in September 2025 in Thessaloniki), to assess the scalability and impact of proposed measures.

4.3. The ATB Mobility Bergamo Action Plan

4.3.1. The main thematic area(s) covered

The ATB Mobility Bergamo Action Plan addresses several interrelated thematic areas that collectively support the transition towards a circular public transport system. A primary focus is placed on **energy and resource efficiency**, including the integration of renewable energy sources, the optimisation of energy consumption through monitoring systems, and the potential use of energy storage solutions. Closely linked to this is the thematic area of **asset lifecycle management**, which explores approaches to extend the lifespan of rolling stock and infrastructure through predictive maintenance, refurbishment strategies, and second-life applications, such as the reuse of batteries.

Another key area concerns **circular procurement and supply chain practices**, aiming to progressively incorporate circularity principles into purchasing procedures and supplier requirements, thereby promoting more sustainable production and delivery processes. In addition, the Action Plan covers organisational and strategic development, including the formulation of a company-wide circularity strategy and the integration of circular principles into existing operational and planning frameworks.

[4] https://www.alpine-space.eu/project/degree4alps/

4.3.2. Vision, objectives and targets

The vision of the Action Plan is to transform ATB into a circular Public Transport Operator. This involves embedding circular economy principles across all operational and strategic activities.

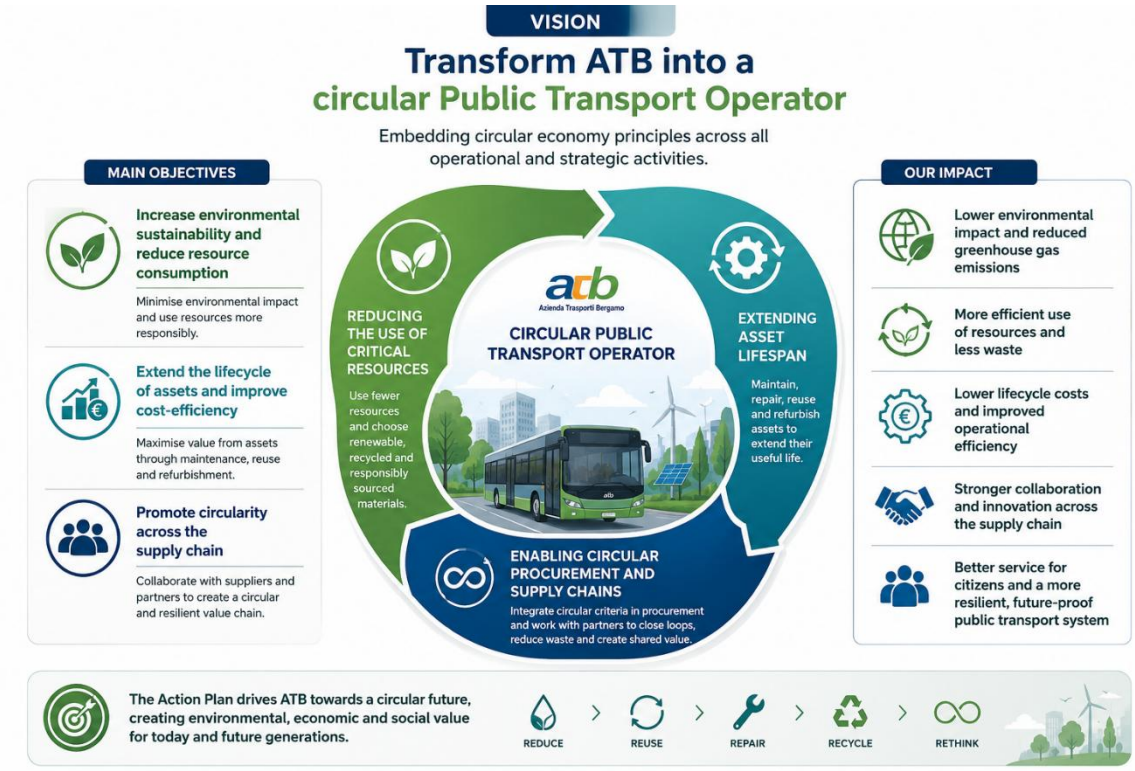
The main objectives are:

- To increase environmental sustainability and reduce resource consumption;
- To extend the lifecycle of assets and improve cost-efficiency;
- To promote circularity across the supply chain.

The Action Plan focuses on three key principles:

- Reducing the use of critical resources;
- Extending asset lifespan;
- Enabling circular procurement and supply chains.

ADD VISION GRAPH (Marcelian) – the one below is AI-generated, should be improved:



4.3.3. List of proposed measures, their prioritisation and the timeline for their implementation

The Action Plan proposes the following key measures:

1. **Equip new infrastructure and fleets with monitoring systems to optimize energy use and predictive maintenance (2030);**
2. **Conduct an analysis on the integration of storage in depots and on potential synergies with Renewable Energy Communities (REC) (2027);**
3. **Install a photovoltaic roof at the depot, with storage options (2027);**
4. **Assess the condition of replaced electric bus batteries for second-life applications (2026);**
5. **Develop a plan for the refurbishment/reconditioning of batteries for the electric fleet (2026-2030);**
6. **Develop a corporate circularity strategy covering various operational activities (2026-2030);**
7. **Apply circularity principles to new procurement procedures for rolling stock and other purchases along the supply chain (2026-2030).**

4.3.4. Estimated impact(s) aligned with the municipality's targets and objectives

The implementation of the Action Plan is expected to generate a range of positive impacts across environmental, operational, and economic dimensions, contributing to the overall transition towards a more circular and resource-efficient public transport system. One of the key anticipated outcomes is an **increase in the use of renewable energy** within ATB's operations. This may result from the integration of photovoltaic systems at depots, the potential use of energy storage solutions, and the optimisation of energy consumption through monitoring systems. Over time, these measures could support a gradual shift away from conventional energy sources, contributing to reduced greenhouse gas emissions and improved energy efficiency.

Another important impact relates to the **extension of asset lifespan**, particularly for rolling stock and infrastructure components. Through the adoption of predictive maintenance systems, refurbishment strategies, and second-life applications—such as the reuse of e-bus batteries—it may be possible to prolong the useful life of assets. This approach could not only reduce material consumption and waste generation but also enhance the long-term sustainability of investments by maximising asset utilisation.

In addition, the implementation of circular practices may contribute to a **reduction in operational costs**. Improved maintenance planning, increased energy efficiency, and the optimisation of resource use could lead to cost savings over time. While the extent of these savings may vary depending on the maturity and scale of the implemented measures, the overall trend is expected to support more efficient and cost-effective operations.

Finally, the adoption of circular approaches may enable the **deferral of certain capital investments**. By extending the lifespan of existing assets and improving their performance, it may be possible to postpone replacement cycles and reduce the need for immediate large-scale investments. This could provide greater financial flexibility and allow resources to be allocated more strategically over time.

Overall, these expected impacts highlight the potential of the Action Plan to generate both environmental and economic benefits, while supporting a gradual transition towards circularity in public transport operations.

4.4. Monitoring & evaluation plan

4.4.1. The monitoring plan

The monitoring system is designed to track the implementation progress and the impacts of the Action Plan across three main dimensions, (I) implementation of physical measures, (II) strategic outputs and organisational changes, (II) circular procurement practices. Each dimension is supported by a set of quantitative and qualitative indicators, allowing for continuous assessment of progress and alignment with strategic objectives.

(I) Implementation of Physical Measures

This category tracks the deployment of tangible interventions related to infrastructure, fleet, and energy systems. It reflects the operational uptake of circular solutions. Relevant indicators are the following:

Indicator	Definition	Formula
Share of monitored fleet (%)	Percentage of vehicles equipped with monitoring systems for energy consumption and predictive maintenance	(Number of monitored vehicles / Total fleet size) × 100
Share of monitored infrastructure (%)	Percentage of depots or infrastructure assets equipped with monitoring systems for energy consumption and predictive maintenance	(Number of assets / Total asset size) × 100
Installed renewable energy capacity (kW or MW)	Total installed capacity of renewable energy systems (e.g., photovoltaic systems)	n.r.
Energy storage capacity installed (kWh)	Total storage capacity integrated into depots or facilities	n.r.
Number of assets subject to predictive maintenance (units)	: Number of vehicles or infrastructure elements managed through predictive maintenance systems	n.r.

Table 1. Implementation of physical measures KPIs

(II) Strategic Outputs (Studies, Plans, Organisational Measures)

This category captures non-physical outputs that enable circularity, such as strategies, studies, and internal processes. Relevant indicators are the following:

Indicator	Definition	Formula
Number of strategic documents developed (units)	Total number of studies, plans, and strategies produced (e.g., circularity strategy, battery refurbishment plan)	n.r.
Implementation rate of planned measures (%)	Share of measures implemented compared to those planned	(Number of implemented measures / Total planned measures) × 100
Number of pilot actions completed (units)	Number of experimental or pilot initiatives finalised	n.r.
Level of integration of circularity into company strategy (qualitative index, e.g. 1-5 maturity scale)	Assessment of how circular principles are embedded in internal processes	n.r.

Table 2. Strategic outputs KPIs

(III) Circular Procurement Activities

This category evaluates the integration of circular economy principles into procurement processes. Relevant indicators are the following:

Indicator	Definition	Formula
Number of procurement procedures including circular criteria (units)	Procurement processes incorporating lifecycle, reuse, or sustainability criteria	n.r.
Share of circular procurement (%)	Proportion of total procurement processes that include circularity requirements	(Circular procurement procedures / Total procurement procedures) × 100
Value of circular procurement (€)	Total financial volume of procurement contracts including circular criteria	n.r.
Number of suppliers complying with circular requirements (units)	Suppliers meeting defined circularity criteria	n.r.

Table 3. Circular procurement KPIs

Furthermore, the broader outcomes of the action plan can be monitored through further impact indicators such as the increase in renewable energy generation and use (MWh/year), the total energy produced by installed renewable systems, the share of renewable energy consumption and the self-consumption rate (%), the (extended) average lifespan of rolling stock, the deferred or avoided capital expenses, the life cycle cost reduction and (%), maintenance savings.

4.4.2. The evaluation methodology

The data collection methodology for the monitoring of the Action Plan is based on a combination of automated systems and structured reporting processes, with the aim of ensuring a consistent and comprehensive overview of progress. Data may be sourced from a range of internal systems, including operational platforms such as fleet management systems, energy management systems, and maintenance databases, which can provide useful information on vehicle performance, energy consumption, and maintenance activities. In addition, administrative records—such as procurement documentation and financial and accounting systems—can support the tracking of investments, costs, and the gradual integration of circular criteria in purchasing processes. Project documentation, including reports from pilot actions and technical studies, may further contribute to the qualitative assessment of strategic outputs and innovation activities.

Data collection is expected to follow a dual approach. On the one hand, monitoring systems installed on fleet and infrastructure could enable the periodic or continuous collection of key operational data, including energy consumption patterns, performance indicators, and maintenance needs, thereby supporting data consistency and comparability over time. On the other hand, manual reporting by relevant departments may be used to capture information that is not automatically available, such as the development of strategic documents, the progress of implementation activities, and procurement practices related to circularity.

To support regular monitoring and facilitate informed decision-making, data collection may be carried out at indicative intervals: operational indicators could be reviewed on a quarterly basis to provide ongoing insights into system performance; strategic indicators may be assessed on a bi-annual basis to reflect medium-term developments; and financial indicators could be examined annually in line with existing reporting and budgeting cycles. This approach is intended to provide a flexible yet structured framework for monitoring, adaptable to organisational capacities and evolving data availability.

4.4.3. Institution(s)/ department(s) responsible for measure implementation, monitoring and evaluation

The implementation and monitoring of the Action Plan are expected to involve a coordinated effort across ATB Mobilità and its subsidiaries, with roles distributed according to organisational responsibilities. ATB Mobilità is likely to take on a central coordination function, overseeing overall implementation progress as well as monitoring and reporting activities. In this role, it may support the aggregation and validation of data collected from different sources, ensuring a coherent overview of the Action Plan's advancement. Subsidiaries such as TEB and ATB Servizi are expected to contribute primarily at the operational level, providing relevant data and insights related to the execution of specific measures, as well as supporting day-to-day monitoring activities within their respective areas of responsibility. Where relevant, external partners may also be involved, particularly in supporting evaluation activities, benchmarking exercises, or the assessment of specific technical or strategic aspects.

To enhance the reliability and consistency of the monitoring framework, a set of data validation and quality assurance practices may be applied. These could include cross-checking information across departments—for example, comparing technical and financial data—to ensure internal consistency. Periodic reviews or audits of monitoring systems may also be considered to verify data accuracy and identify potential gaps or

inconsistencies. In addition, the use of standardised reporting templates could support harmonised data collection and facilitate aggregation and comparison over time. Overall, this approach is intended to provide a structured yet adaptable framework for ensuring data quality, while remaining aligned with organisational capacities and evolving monitoring needs.

4.5. Risks associated to the implementation of measures

Potential risks associated with the implementation of the Action Plan may arise from financial, technological, and regulatory factors, which could influence the timing, scope, or effectiveness of the proposed measures. One of the main aspects to consider is **the potential dependence on external funding sources**, such as national or European programmes. While these funding opportunities can significantly support the implementation of investments and pilot activities, uncertainties related to their availability, timing, or eligibility conditions may affect the planning and execution of certain measures. Ensuring flexibility in implementation and exploring complementary funding options could help mitigate this risk.

Technological uncertainties may also play a role, particularly in relation to innovative solutions such as **battery reuse, second-life applications, and energy storage systems**. As these technologies are still evolving and may not yet be fully standardised or widely deployed, there could be challenges related to technical feasibility, performance reliability, or economic viability. In this context, pilot testing, gradual scaling, and continuous monitoring of technological developments may support informed decision-making and reduce potential implementation risks.

In addition, **regulatory and administrative frameworks, especially in the field of public procurement,** may represent a further area of uncertainty. The integration of circularity principles into procurement procedures could be influenced by existing regulations, interpretation of legal requirements, or administrative constraints, potentially limiting the extent to which innovative approaches can be applied. Ongoing alignment with regulatory developments, as well as the gradual adaptation of internal procedures, may help facilitate the integration of circular procurement practices over time.

Overall, while these risks do not prevent the implementation of the Action Plan, they highlight the importance of adopting a flexible and adaptive approach, allowing for adjustments in response to evolving financial, technological, and regulatory conditions.

Risk Category	Description	Likelihood	Impact	Mitigation Measures
Financial - Dependence on external funding	Implementation of several measures may rely on national or EU funding programmes, whose availability, timing, or eligibility criteria may vary.	Medium	High	Diversify funding sources; combine external funding with internal resources; adopt a phased implementation approach to maintain flexibility.
Technological - Battery reuse and storage solutions	Some proposed technologies (e.g., second-life batteries, storage systems) are still evolving and may present uncertainties in terms of performance, cost-efficiency, and scalability.	Medium	Medium-High	Pilot testing before large-scale deployment; continuous monitoring of technological developments; collaboration with research and innovation partners.

Regulatory - Procurement constraints	Existing procurement regulations and administrative procedures may limit or slow down the integration of circular criteria and innovative approaches.	Medium	Medium	Gradual integration of circular procurement practices; alignment with evolving regulatory frameworks; capacity building within procurement teams.
Operational - Coordination across entities	The involvement of multiple departments and subsidiaries may create challenges in coordination, data sharing, and consistent implementation.	Low-Medium	Medium	Clear definition of roles and responsibilities; regular coordination meetings; use of standardised reporting tools.
Data-related - Availability and quality of data	Monitoring may be affected by incomplete, inconsistent, or unavailable data, especially in early implementation phases.	Medium	Medium	Progressive improvement of data collection systems; use of standardised templates; cross-checking and validation procedures.

Table 4. Action Plan risk assessment matrix

4.6. The process of Action Plan approval

The approval process of the ATB Mobility Bergamo Action Plan has been structured to ensure both internal alignment and institutional validation. The Action Plan, owned by ATB Mobilità, was formally approved at internal level in March 2026, following a process of consultation and coordination across relevant departments and subsidiaries. This internal approval reflects the company's commitment to integrating circular economy principles into its strategic and operational activities. In line with its governance structure, the Municipality of Bergamo—as the main public stakeholder and shareholder—has been identified as the key external entity to be engaged in the approval and endorsement process, ensuring alignment with local policy objectives and priorities.

Regarding implementation, ATB Mobilità is expected to act as the main coordinating body, overseeing the execution of the Action Plan and ensuring consistency with corporate strategies. The implementation of specific measures, or components thereof, may be delegated to subsidiaries such as TEB and ATB Servizi, according to their respective responsibilities and areas of expertise. The effectiveness of the approval and implementation process is expected to depend on several key success factors, including the harmonisation of the Action Plan with ongoing and planned investments in infrastructure and rolling stock, as well as the alignment with the evolving regulatory framework, particularly in the field of public procurement. This integrated approach is intended to support a smooth transition from planning to implementation while maintaining flexibility to adapt to changing conditions.

5. Main outcomes, lessons learned and conclusions

5.1. Main outcomes of the Action Plan development process

The development of the ATB Mobility Bergamo Action Plan has resulted in a structured and strategic framework for integrating circular economy principles into public transport operations. The process has led to the identification of a set of concrete measures addressing key areas such as energy efficiency, asset lifecycle management, and circular procurement. It has also strengthened internal alignment across departments and subsidiaries, while fostering dialogue with external stakeholders, particularly the Municipality of Bergamo. In addition, the Action Plan builds on pilot experiences and ongoing initiatives, ensuring coherence with existing strategies and investment plans, and providing a basis for future implementation and scaling of circular practices.

5.2. Lessons learned

The development process has highlighted the importance of adopting a holistic and cross-departmental approach when integrating circularity into public transport systems. Early and continuous internal coordination has proven essential to ensure feasibility and ownership of the proposed measures, while engagement with external stakeholders has supported alignment with broader policy objectives. The experience has also underlined the value of pilot actions in testing innovative solutions and informing strategic decisions. At the same time, it has become evident that flexibility is needed to address uncertainties related to funding, technology, and regulatory frameworks, and that data availability and monitoring systems play a crucial role in supporting evidence-based planning and evaluation.

5.3. Conclusions

Overall, the ATB Mobility Bergamo Action Plan represents a significant step towards embedding circular economy principles within the organisation's strategic and operational framework. It demonstrates the potential to combine environmental and economic benefits through improved resource efficiency, extended asset lifecycles, and more sustainable procurement practices. While some challenges and uncertainties remain, the Action Plan provides a solid foundation for gradual implementation and continuous improvement. Its alignment with local, national, and European strategies further reinforces its relevance and potential impact, supporting ATB's transition towards a more sustainable and resilient public transport system.

6. Next steps

The next steps for the implementation of the ATB Mobility Bergamo Action Plan are expected to focus on consolidating stakeholder engagement, refining the prioritisation of measures, and initiating the gradual rollout of selected actions. Within the stakeholder group, further coordination activities may be carried out to ensure alignment on implementation timelines, responsibilities, and expected outcomes, particularly with the Municipality of Bergamo and relevant internal departments and subsidiaries. This may include follow-up meetings, technical exchanges, and the definition of operational roadmaps for key measures.

To support effective implementation and the achievement of the identified targets, additional input may be required in areas such as technical expertise, regulatory guidance, and access to reliable data and monitoring tools. In particular, support related to innovative solutions—such as energy storage systems, battery second-life applications, and circular procurement practices—could be beneficial, potentially

involving external experts, research institutions, or specialised partners. Strengthening internal capacities and ensuring adequate coordination mechanisms may also contribute to smoother implementation.

From a sustainability perspective, the Action Plan is intended to generate long-term environmental and economic benefits by improving resource efficiency, increasing the use of renewable energy, and extending the lifecycle of assets. These aspects are expected to support not only the reduction of environmental impacts but also the optimisation of operational costs over time, contributing to the overall resilience of the public transport system.

In terms of financing, the implementation of measures may rely on a combination of internal resources and external funding opportunities. Potential funding sources include national programmes , as well as European funding instruments, including Interreg and other EU initiatives supporting sustainable mobility and circular economy solutions. The ongoing involvement in projects such as Interreg Euro-MED (E-MED) provides opportunities to further develop, test, and scale innovative approaches, particularly in areas such as energy systems and circular asset management. Looking ahead, additional synergies may be explored with future EU-funded projects, enabling access to funding for pilot actions, feasibility studies, and the development of new tools and methodologies, while supporting knowledge exchange and replication potential.

7. Annexes

ATB Commitment Letter on the uptake of joint developed strategies, action plans and solutions, 31st March 2026