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Annex 1
Pilot 1 (EMMA)
Action Plan Template

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1. Introduction

This Action Plan translates the Ravenna Pilot 1 experience into a regional implementation path for EMMA RE-R in Emilia-Romagna. The pilot tested EMMA as a shared digital platform supporting Mobility Managers in the preparation of Home-to-Work Travel Plans and in the standardisation of commuting data collection.

The plan focuses on transferability from the Ravenna port area to other municipalities and industrial, school and logistic districts in the region. It builds on the pilot results, the regional agreement for reuse of EMMA, and the proposed 2026-2029 ITL support scheme for the Emilia-Romagna Region.

2. Policy & Strategic Framework

The following table maps the Action Plan against the main policy, strategic and project frameworks

Strategy / Plan / Policy	Level	Relevant objective or measure	How this Action Plan contributes
GreenPATH project / A3.1 Data-driven decision-making Action Plans	Transnational / project	Action Plans for Mobility Management solutions in functional urban areas based on WP1 analysis, WP2 co-design, stakeholder engagement and pilot testing.	The Action Plan capitalises on Ravenna Pilot 1 and defines a structured implementation path for regional replication.
Ravenna Pilot 1 / EMMA platform	Local pilot / transferability base	Standardised HWTP/PSCL drafting, harmonised data collection, improved coordination between company Mobility Managers and Area Mobility Manager.	Provides the tested solution, lessons learned, governance evidence and first stakeholder network for the regional scale-up.
Protocol of Understanding RER-ITL and Regional Framework Agreement approved by D.G.R. 186/2024	Regional	Joint activities on transport planning, Mobility Management and sustainable mobility.	Provides the institutional basis for ITL technical-scientific support to RER in the 2026-2029 implementation period.
Regional Mobility Management Guidelines approved by D.G.R. 637/2026	Regional	Common methods and coordination framework for Mobility Management in Emilia-Romagna.	EMMA RE-R operationalises the guidelines through standardised data collection, access management, training and monitoring.

National HWTP/PSCL framework	National	Companies above the relevant legal threshold are required to prepare Home-to-Work Travel Plans; non-obligated organisations may participate voluntarily.	EMMA RE-R supports compliance for obligated organisations and progressive engagement of non-obligated companies, schools and districts.
MaaS for Italy and regional digital mobility strategies	National / regional strategic alignment	Digital integration, interoperability, shared data governance and multimodal user-oriented mobility services.	EMMA RE-R is not a MaaS platform itself, but can become a data governance and demand-analysis layer feeding MaaS-oriented and multimodal mobility policies.

3. Stakeholder Analysis

The Action Plan requires a multi-level governance model. The stakeholders below combine decision-making, technical implementation, data provision and local engagement roles

Organisation / Name	Contact details	Sector Public / Private	Role	Involved in Actions
Emilia-Romagna Region	andrea.normanno@regione.emilia-romagna.it	Public	Policy owner, regional coordinator, platform adoption and financing framework, data governance and integration with mobility policies.	A-01, A-02, A-03, A-04, A-05, A-06
Fondazione ITL	Anna.Giarandoni@fondazioneITL.org	Research / technical support	Technical-scientific support, training, service desk, data analysis, reporting, communication support and regional coordination activities.	A-01, A-02, A-03, A-04, A-05, A-06

Municipality of Ravenna / Area Mobility Manager	Mobility Manager of Ravenna Area	Public	Pilot testbed, local coordination with companies, transfer of lessons learned and operational needs from the port area.	A-01, A-03, A-05
Port Authority and AMR	Ravenna Port Authority and AMR	Public / agency	Support to local stakeholder engagement and integration with accessibility, public transport and industrial area planning.	A-03, A-04, A-05
Area Mobility Managers in Emilia-Romagna	Mobility Managers of Emilia-Romagna municipalities which will join for the use the EMMA platform	Public	Local implementation nodes; onboarding of company, school and district Mobility Managers; use of EMMA RE-R in local campaigns.	A-02, A-03, A-04, A-05
Company, school and district Mobility Managers	The Mobility Managers of companies, schools and discricts will be progressively identified by each municipality's Mobility Manager, and they will be engaged to participate in meetings organized by ITL and the Emilia-Romagna Region.	Public / private	Data providers and operational users; PSCL/PSCS preparation; internal communication and implementation of sustainable mobility measures.	A-02, A-03, A-05
Local Mobility Agencies and public transport operators	Start Romagna	Public / public-service operators	Use aggregated evidence from EMMA RE-R to assess accessibility gaps, public transport adjustments and complementary	A-04, A-06

			mobility services.	
MaaS / digital mobility stakeholders	TBD	Public / private	Potential future integration with regional digital mobility ecosystems, data interoperability and multimodal service planning.	A-06

4. Objectives

Framework objective: establish EMMA RE-R as the regional digital infrastructure for harmonised Mobility Management in Emilia-Romagna, supporting Area, company, school and district Mobility Managers in data collection, PSCL/PSCS preparation, monitoring and evidence-based sustainable mobility policies.

Specific objectives:

- SO1. Consolidate the governance, access rules and operational model for the regional use of EMMA RE-R.
- SO2. Train and support Area, company, school and district Mobility Managers in the effective use of the platform.
- SO3. Standardise the collection of commuting data and the preparation of PSCL/PSCS across municipalities and districts.
- SO4. Build a regional Mobility Management Observatory based on EMMA RE-R data, including annual reporting and evidence for public transport and sustainable mobility planning.
- SO5. Increase participation of companies, schools and logistic/industrial districts, including organisations not directly subject to statutory PSCL obligations.
- SO6. Explore the MaaS-readiness of the platform and potential pathways to link EMMA RE-R data outputs with regional digital mobility policies.

5. Actions

The Action Plan is structured around six mutually reinforcing actions. Each action is designed as an independent implementation unit, while contributing to the regional framework objective.

Action ID	A-01
Action Title	Regional governance and implementation set-up
Type of Action	Governance / institutional coordination

Challenge Addressed	Fragmented Mobility Management governance and uneven coordination between regional, local and company-level actors.
Link to existing strategies	GreenPATH A3.1; RER-ITL framework; D.G.R. 186/2024; D.G.R. 637/2026.
Description and Key implementation steps	Define the regional implementation model for EMMA RE-R; confirm roles and responsibilities of RER, ITL, Area Mobility Managers and local stakeholders; set up the technical steering group; define data governance, privacy responsibilities and operational procedures. Final approval of the governance model by RER and relevant institutional bodies.
Responsible institution	Emilia-Romagna Region
Other institutions involved	ITL; Area Mobility Managers (appointed in municipalities with more than 50.000 inhabitants)
Expected results	Regional governance model approved; work plan 2026-2029 confirmed; steering group active; clear escalation and decision-making procedures.

Action ID	A-02
Action Title	Platform consolidation, onboarding and technical assistance
Type of Action	Digital platform implementation / capacity building / technical assistance
Challenge Addressed	The Ravenna pilot showed that EMMA can standardise PSCL/HWTP drafting and improve data sharing, but regional diffusion requires stable user onboarding, common operating rules, role-based access management, privacy checks, training materials and continuous technical support.
Link to existing strategies	GreenPATH A3.1 data-driven Action Plans; Ravenna Pilot 1 transferability results; RER-ITL framework; D.G.R. 186/2024; D.G.R. 637/2026; regional Mobility Management framework 2026-2029.
Description and Key implementation steps	Consolidate EMMA RE-R as the operational regional platform. Key steps: (1) confirm the platform operating model and technical requirements; (2) prepare and release the EMMA RE-R operating manual v1.0; (3) configure Area Mobility Manager profiles and role-based access; (4) support the progressive activation of company, school and district Mobility Managers; (5) provide online training and recordings, starting from a minimum indicative training package of 26 hours; (6) activate a multichannel L1/L2 service desk; (7) maintain and update FAQ and support materials; (8) collect user feedback to refine workflows and future platform releases; (9) define final access hierarchy, and helpdesk service levels with RER.
Responsible institution	Fondazione ITL, under Emilia-Romagna Region coordination
Other institutions involved	Emilia-Romagna Region; 13 Area Mobility Managers; municipalities; company Mobility Managers; school Mobility Managers;; local Mobility Agencies; platform technical providers where applicable
Expected results	EMMA RE-R user network enabled; Area Mobility Managers and local users trained; manual v1.0 released; access and onboarding process standardised; helpdesk operational; progressive increase in active users and territorial

	coverage; stronger capacity to prepare comparable PSCL/PSCS across the region,quantitative adoption targets after first implementation year.

Action ID	A 03
Action Title	Regional PSCL/PSCS data collection campaign
Type of Action	Data collection / stakeholder engagement / Mobility Management planning
Challenge Addressed	Mobility Management data are fragmented across organisations and territories. Many companies and schools use different formats or do not prepare plans unless legally required. This limits comparability, weakens the evidence base for public authorities and reduces the ability to identify shared measures for commuting, accessibility and sustainable mobility.
Link to existing strategies	GreenPATH data-driven approach; Ravenna Pilot 1 lessons learned; ITL Proposal Line 1 and Line 2; regional guidelines for Mobility Management; RER-ITL framework; D.G.R. 637/2026; regional sustainable mobility and public transport planning.
Description and Key implementation steps	Launch recurring regional PSCL/PSCS data collection campaigns through EMMA RE-R. Key steps: (1) define the annual campaign calendar and target territories with RER and Area Mobility Managers; (2) prepare standard questionnaires and data collection instructions; (3) onboard companies, schools, productive districts and logistics poles; (4) use Area Mobility Managers to promote participation and support non-obligated organisations; (5) collect data on origins/destinations, modal split, working or school schedules, accessibility barriers and propensity to change; (6) run data quality checks and validation loops; (7) generate aggregated outputs for municipalities, Mobility Agencies and public transport operators; (8) feed the results into PSCL/PSCS drafting and into shared sustainable mobility measures, (9) promote [ASSUMPTION] participation of non-obligated organisations which will require targeted communication and local institutional endorsement. (10) monitor annual campaign targets and data protection workflow.
Responsible institution	Emilia-Romagna Region and Area Mobility Managers, with technical support from Fondazione ITL
Other institutions involved	Fondazione ITL; municipalities; Municipality of Ravenna / Area Mobility Manager as pilot testbed; Port Authority and AMR where relevant; companies; schools; district managers; local Mobility Agencies; public transport operators.
Expected results	Comparable regional datasets on home-to-work and home-to-school mobility; improved PSCL/PSCS quality; stronger evidence base for local sustainable mobility measures; better identification of accessibility gaps and possible TPL or complementary mobility adjustments; higher participation of companies, schools and districts beyond statutory obligations. Regional participation thresholds and reporting format.

Action ID	A-04
Action Title	Regional EMMA Observatory and annual reporting
Type of Action	Data analysis / evidence-based planning

Challenge Addressed	Lack of a stable and comparable regional knowledge base on systematic home-to-work and home-to-school mobility.
Link to existing strategies	ITL Proposal Line 2; GreenPATH data-driven approach; regional transport planning.
Description and Key implementation steps	Define the monitoring methodology; analyse EMMA RE-R data in aggregated form; prepare annual reports for 2026-2029 campaigns; organise at least five annual meetings with municipalities, Mobility Agencies and relevant actors to discuss accessibility gaps and possible TPL or sustainable mobility improvements.
Responsible institution	ITL, under RER coordination
Other institutions involved	RER technical units; municipalities; Mobility Agencies; public transport operators; Area Mobility Managers.
Expected results	One annual regional Mobility Management report; recurrent evidence-sharing meetings; better alignment between Mobility Management, public transport planning and local sustainable mobility measures.

Action ID	A-05
Action Title	Communication, engagement and transferability package
Type of Action	Communication / behavioural change / replication
Challenge Addressed	Digital tools alone do not secure participation; organisations need practical benefits, visibility and simple communication materials.
Link to existing strategies	ITL Proposal Line 3; Ravenna Pilot 1 lessons learned; GreenPATH transferability objectives.
Description and Key implementation steps	Develop annual regional communication campaigns and a reusable digital toolkit for Mobility Managers; promote EMMA RE-R among companies, schools and districts; disseminate good practices from Ravenna and other early adopters; prepare a transferability package for additional municipalities and industrial districts.
Responsible institution	RER and ITL
Other institutions involved	Area Mobility Managers; municipalities; companies; schools; communication offices; GreenPATH partners.
Expected results	One regional campaign per year; digital toolkits for 2026-2029; stronger visibility of Mobility Management; replication guidelines for other regional territories.

Action ID	A-04
Action Title	MaaS-readiness and interoperability roadmap
Type of Action	Strategic integration / digital mobility policy
Challenge Addressed	EMMA RE-R data can support wider digital mobility policy, but operational integration with MaaS ecosystems is not yet defined.

Link to existing strategies	MaaS for Italy; regional digital mobility strategies; GreenPATH data-driven approach.
Description and Key implementation steps	Map the data outputs generated by EMMA RE-R that may support multimodal planning, demand analysis, incentives and MaaS-oriented policies; identify interoperability requirements, data standards and institutional responsibilities; define a staged roadmap for potential integration with regional MaaS or digital mobility ecosystems. [This action is a strategic roadmap, not an already operational MaaS integration.
Responsible institution	Emilia-Romagna Region
Other institutions involved	ITL; regional IT units; MaaS/digital mobility stakeholders; public transport operators; Mobility Agencies.
Expected results	MaaS-readiness assessment; list of data and interoperability requirements; roadmap for future policy and technical integration.

6. Implementation Timeline

The implementation horizon is 2026-2029, in line with the proposed regional support scheme.

Action	2026	2027	2028	2029
A-01 Governance set-up	Governance model, steering group, privacy and operational procedures	Review and adjustment	Review and adjustment	Stabilisation
A-02 Platform consolidation	Training, manual v1.0, user configuration, helpdesk activation	User base expansion and updates	Consolidation and updates	Operational maintenance
A-03 Data campaigns	First regional campaign and onboarding of early adopters	Expansion to additional territories and organisations	Regional consolidation	Stabilised recurring campaign
A-04 Observatory	Methodology and first reporting structure	Annual report and evidence meetings	Annual report and evidence meetings	Annual report and policy synthesis
A-05 Communication	First toolkit and campaign	Annual campaign and replication materials	Annual campaign and broader engagement	Consolidated communication model

A-06 MaaS roadmap	Scoping and requirements	Roadmap drafting	Pilot interoperability checks	Integration options for next programming cycle

7. Risk Analysis

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Action ID	Risk	Likelihood (L/M/H)	Impact (L/M/H)	Mitigation measure
A-01	Governance approval delayed	*M*	*H*	formalise roles and steering group early
A-02	IT, privacy or access issues	*L*	*H*	run early technical and privacy checks
A-03	Low voluntary participation	*M*	*H*	use Area Mobility Manager outreach, simple tools and clear benefits
A-04	Incomplete data	*H*	*L*	apply common standards and validation loops
A-05	Weak campaign uptake	*L*	*M*	target messages by user group and link campaigns to PSCL/PSCS cycles
A-06	MaaS scope misunderstood	*M*	*L*	frame as a roadmap, not as operational integration
All actions.	Long-term funding missing.	*L*	*H*	confirm multiannual budget and maintenance responsibilities

8. Financial Overview

Action ID	Action Title	Estimated cost (EUR)	Funding source	Status
A-01	Governance set-up	approx. €70.000 (2026-2029. This amount covers the first three actions)	funding through RER-ITL framework/regional resources	*ongoing*

A-02	Platform onboarding and helpdesk	approx. €70.000 (2026-2029. This amount covers the first three actions)	funding through RER-ITL framework	*ongoing - 2029*
A-03	PSCL/PSCS campaign	approx. €70.000 (2026-2029. This amount covers the first three actions)	funding through RER-ITL framework and in-kind local support from companies/schools Mobility Managers	*Starting at the end of 2026 -2029*
A-04	Observatory and annual reports	approx.€ 30.000 (2026-2029)	funding through regional monitoring resources	*Starting at the end of 2026 - 2029*
A-05	Communication and transferability	approx. €20.000 (2026-2029). This funding will cover not only the communication and promotional campaign related to EMMA RE-R, but also broader awareness-raising campaigns on topics related to sustainable mobility and mobility management.	funding through regional communication budget and project synergies	*In particular during the data collection campaigns, but in general it will cover all the four years agreement between RE-R and ITL (2026-2029)*
A-06	MaaS-readiness roadmap	cost TBC	funding through digital mobility resources or MaaS-related programmes where eligible	*starting in 2027*
TOTAL				

9. Monitoring

Monitoring will combine platform use indicators, process indicators and annual reporting outputs. The proposed targets should be reviewed after the first implementation year.

Indicator	Target / expected value	Frequency	Responsible
Area Mobility Managers trained	100% of participating MMA receive at least one annual training session; minimum 26 hours in the start-up phase	Annual	ITL / RER
Active users in EMMA RE-R	>=60% in 2026; >=80% in 2027; at least 70% active users by 2029	Annual / campaign-based	ITL / RER
Operating manual	Manual v1.0 released in 2026; annual updates as needed	Annual	ITL
Annual regional reports	1 report per year for the 2026-2029 campaigns, published by April of year n+1	Annual	ITL / RER
Evidence-sharing meetings	At least 5 documented meetings per year with municipalities/agencies, in agreement with RER	Annual	ITL / RER
Communication campaigns	1 regional campaign per year and digital toolkit updates for 2026-2029	Annual	RER / ITL
MaaS-readiness roadmap	Roadmap and interoperability requirements defined	By 2027/2028	RER / ITL

10. Conclusions

Ravenna Pilot 1 demonstrated that EMMA can support a more standardised, data-driven and collaborative approach to Mobility Management in complex industrial areas. The regional adoption of EMMA RE-R can transform this local experience into a stable Mobility Management ecosystem for Emilia-Romagna.

The Action Plan prioritises governance, capacity building, harmonised data collection, annual reporting, communication and MaaS-readiness. Its success depends on continued institutional alignment, active participation by Area Mobility Managers and a clear multiannual funding and maintenance framework.

11. List of Annexes

Annex 1 – Action Plan Canvas