



TRAM Project

*Towards new Regional Action plans for sustainable urban
Mobility*

Index Number: PGI00208

North-West Regional Development Agency's Action Plan

March 2019

General information

Project: TRAM - Towards new Regional Action plans for sustainable urban Mobility

Partner organization: North-West Regional Development Agency

Other partner organizations involved: Civitta Strategy & Consulting SA –
External Expert on urban mobility (ITRE)

Country: Romania

+NUTS2 region: North-West

Contact person: Gergely TÖRÖK

email address: torok.gergely@nord-vest.ro

phone number: +40-745-350596

Policy context

The Action Plan aims to impact:

- Investment for Growth and Jobs programme
- European Territorial Cooperation programme
- Other regional development policy instrument

Name of the policy instrument addressed: Priority Axis 4. of the Regional Operational Programme 2014-2020 (ROP)

ABBREVIATIONS

AP	Action Plan
PP	Project Partner
ITRE	International Team of Regional Experts
GP	Good Practice
BP	Best Practice
LSG	Local Stakeholder Group
NWRDA	North-West Regional Development Agency

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INTRODUCTION

This document, the TRAM Action Plan for improving urban mobility in the North-West Region of Romania (AP) is the result of an extended process for experience and knowledge sharing. The process started with the aggregation of good practices in the field of urban mobility (themes covered: Transport policies, ITS, Green / Low carbon transport) from each project partner: PP1 - Marche Region - Italy, PP2 - Andalucía Regional Government - Spain, PP3 - Region Blekinge - Sweden, PP4 - Municipality of Miskolc - Hungary, PP5 - North-West Regional Development Agency - Romania. At local level the whole project is supported by the Local Stakeholder Group (LSG) formed from: experts, representatives of public authorities, private companies, NGO's or academic institutions active in the field of urban mobility. The knowledge and experience sharing process is supported by an International Team of Regional Experts (ITRE). Each project partner has his own ITRE expert.

During the first year of the project, a total of 45 good practices have been identified, project partners filling in a good practice template for each of them, containing valuable information about the project/initiative, goals, indicators, lessons learnt, etc. Most of the 45 good practices were analysed in depth through study visits, various public presentations or debates.

In order to build on the knowledge transfer in between the project partners, each organization elaborates an Action Plan (AP) for transferring ideas, actions or projects extracted from the 45 good practices. The role of this Action Plan is to improve the impact of each partner's selected policy instrument using the knowledge gathered during the experience sharing process. Policy instruments for each project partner are:

- PP1 - Marche Region: Marche Region Growth & Jobs ERDF Regional Operational Programme 2014/2020 PRIORITY AXIS 4 Supporting the shift towards a low carbon economy in all sectors
- PP2 - Andalucía Regional Government: ANDALUCIA Regional Operative Programme 20142020
- PP3 - Region Blekinge: Regional Strategy for Blekinge 20142020
- PP4 - Municipality of Miskolc: Integrated Territorial Program (for Miskolc)
- PP5 - North-West Regional Development Agency: Axis 4. of the Romanian Regional Operational Programme 2014-2020

The Action Plan is split into two major parts for which ITRE experts developed a common methodology aiming to help filter and extract relevant ideas from the list of 45 good practices and transform them into important actions to be implemented by each project partner. The first part is concerned with the selection of the most important good practices from the perspective of each project partner, having in mind the potential to improve urban mobility in their own respective city/region. These selected good practices (GP) are considered best practices (BP) and are analysed in depth in order to find the most relevant ideas, actions or even whole projects that can be transferred. The second part presents the detailed actions which the project partner decides to implement in his region in order to benefit from the lessons learned throughout the project. The actions presented have strong links to the selected best practices (BP).

After finishing the first draft of the Action Plan each project partner organizes a peer review workshop. During this event the International Team of Regional Experts evaluates the draft and provides valuable feedback aiming to improve the general quality of the final Action Plan.

THE FOLLOWING PART (CHAPTER 1) REPRESENTS A SYNTHESIS OF THE BROADER METHODOLOGY CONTAINING MULTIPLE ANALYSES AND FILTERING STEPS IN ORDER TO IDENTIFY BEST PRACTICES (BP) ALONG WITH TRANSFERABLE ACTIONS, MEASURES AND PROJECTS.

THE APPROACH OF PP5 (NORTH-WEST REGIONAL DEVELOPMENT AGENCY)

As the aim of the TRAM project is to improve policy instruments selected by each region / city within the partnership, the approach differs from case to case. In the case of Romania, PP5 - the region has no political or administrative power. The regional development agencies function as NGO's (for public utility) which – besides their statistics and planning role – are also implementing bodies for part of the EU Funds, representing an intermediate level between local and national authorities. Therefore, the North-West RDA cannot implement infrastructure projects as such, it can only coordinate or partner up with cities or other organisations in order to facilitate the implementation of such projects, since they are the responsibility of national, county or local administration. As the first two do not represent the target groups for the TRAM project, actions to be implemented as part of the Action Plan and as result of knowledge transfer will be the responsibility of local administrations, NGO's or academia from the Local Stakeholder Group (LSG) will be either beneficiaries or will be part of the co-design process.

In the North-West Development Region from Romania the Local Stakeholder Group is formed by the following types of actors:

- S1a Local public authorities (county municipalities): Baia Mare, Bistrița, Cluj-Napoca, Oradea, Satu Mare and Zalău;
- S1b Metropolitan authorities: Intercommunity Development Associations from Cluj-Napoca and Oradea;
- S1c Authorities responsible for environmental protection: Environmental Protection Agency of Satu Mare and Environmental Protection Agency of Cluj;
- S2 Organizations responsible for public transport: Public Transport Company Cluj-Napoca (CTP Cluj-Napoca);
- S3 Clusters: Cluj IT Cluster;
- S4 Academia and Research: Technical University of Cluj Napoca and University of Oradea;
- S5 NGOs: Napoca Cycling Club from Cluj-Napoca, Probikers Bihor Sports Association.

The initial stages have started with gathering good practices in the field of urban mobility relevant for the TRAM project. During the second LSG meetings - by using a brainstorming session - additional good practices were added to the initial list. LSG representatives, present at the meeting, voted the most relevant GPs to be included in the experience exchange process. The vote of the LSG representatives accounted for 33.3% of the final decisions. The other 66.6 % were divided between the ITRE expert and the representatives of the North-West Regional Development Agency. In the next months, two LSG meetings were held to support the knowledge transfer between project partners. Besides the discussions related to local issues in the field of urban mobility, meetings were mainly based on the presentation of good practices from other project partners (ex. Andalusia-Seville or Miskolc) and debates on the possibility of transferring ideas.

The drafting of the Action Plan has effectively begun after the finalization of the methodology and the elaboration of a questionnaire aiming to identify and prioritize lively issues but also to understand the priorities of LSG members for the next EU funding framework. The last part of the questionnaire was

used to gather possible ideas to be included into the Action Plan. After lively issues were identified and prioritized, the ITRE expert elaborated the Gap Analysis and finalized the BP identification process, together with the representatives of PP5 (North-West Regional Development Agency). The results of the process were then sent to the LSG for feedback. The fifth LSG meeting was used to validate the results of the Gap Analysis, to evaluate the transferability of selected Best Practices (at least in part) and to debate upon the first ideas for the Action Plan.

After completing the draft Action Plan, the North-West Regional Development Agency organized a peer review workshop during which ITRE experts provided valuable feedback, aiming to increase the quality of the document. Some suggestions referred to the process of developing the Action Plan while others targeted the actions to be transferred. For example, ITRE experts recommended to clarify lively issues, as some seemed to overlap according to their description. In general feedback was related to the transferability of the BP's highlighting various issues that arose at local level during implementation and ways in which PP5 could overcome them. Related to the transfer of actions for example, in the case of the gamification platform the recommendation was for the focus to be rather on the individual motivation of people to cycle and not necessarily on the data to be gathered. This is related to the fact in many cases the quantity of data gathered through the application is not enough for the source to be considered statistically relevant.

CHAPTER 1. IDENTIFICATION OF BEST PRACTICES

The identification of Best Practices is a methodological approach which includes two main activities. Chapter 1.1 identifies the lively issues and gaps in each partner’s policy instrument in order to be able to pinpoint possible solutions within the list of good practices (the so-called Gap Analysis). Chapter 1.2 evaluates the good practices looking at the way in which they can solve the previously identified lively issues.

CHAPTER 1.1 – GAP ANALYSIS

(Questionnaire elaborated by ITRE expert and PP5 representative, filled in by all members of the LSG)

The first step in the elaboration of the Action Plan relies on updating the lively issues¹ for the North–West Development Region and the targeted policy instrument (Priority Axis 4. of the Romanian Regional Operational Programme 2014-2020). These lively issues were identified and prioritized by using a questionnaire addressed to the LSG members. The questionnaire had 19 respondents from the LSG group.

The questionnaire contained following questions:

1. What are the main issues related to the implementation and promotion of mobility projects that you have experienced in this programming period?
2. What are the main issues related to transport infrastructure?

The first two questions are used to identify and prioritize the lively issues. For more details see Table 1.

3. What kind of urban mobility projects will be the priority for your municipality or organisation in the medium / long-term - 2020 (3) -2030?

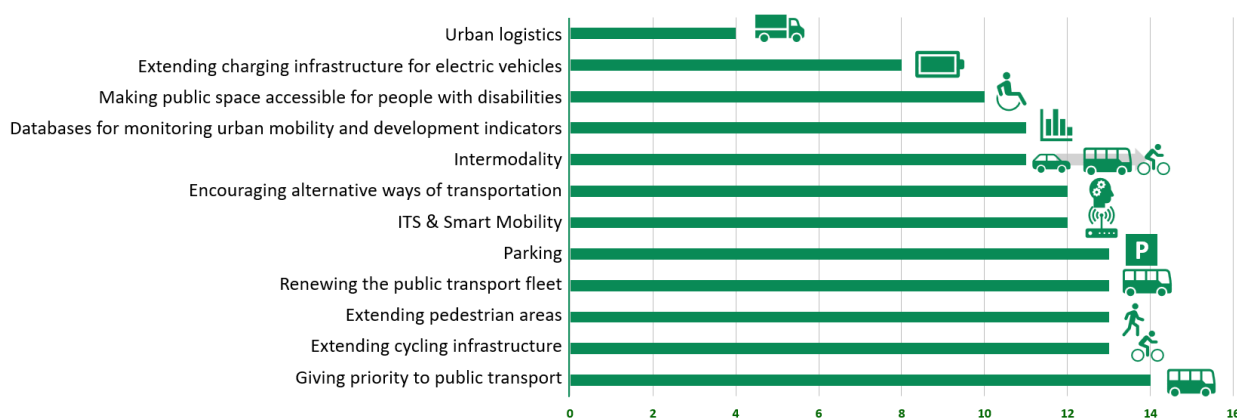


Figure 1 Priorities for the North West Region of Romania resulting from the questionnaire

¹ The application form for the TRAM project already listed some lively issues but after more than 2 years an update was needed as many new issues were discussed during the LSG meetings.



4. What types of actions do you consider to be relevant to support the implementation and promotion of urban mobility projects funded during in the 2014-2020 period?
5. What types of actions do you consider to be relevant to support the preparation of the next programming period from the point of view of urban mobility?

Question 4 and 5 are meant to identify types of possible actions related to the needs of the representatives of the local stakeholder group and the institutions or organisations they represent. Education related to urban mobility, continuing the knowledge sharing process, access to training, lessons or lectures related to urban mobility, information about funding opportunities but also actions to encourage people to cycle are main priorities selected for the Action Plan.

The list below presents the selected and prioritized lively issues, including a title for the issue along with a brief description. The importance of the issues is presented by using the following 3-value Likert scale: 1 - useful, but not important; 2 - important, but not critical; 3 - critical. To transform the votes from the questionnaire into the 1-2-3 scale, the following algorithm was used:

>50 votes = importance 3; 45-49 votes = importance 2; less than 45 votes = importance 1

Table 1 Listing and prioritization of the lively issues (separate table for each PP)

Nr. of the issue	Title of the issue	Description of the issue	Evaluation of importance	Potential improvement area(s)
		<i>(short text explanation)</i>	<i>1 / 2 / 3</i>	<i>Transport policies / ITS / Green transport</i>
I	Streets blocked by traffic in rush-hours	There are traffic generators, like schools, which attract more traffic at rush hour than the infrastructure can support.	3	<i>Transport policies / ITS / Green transport</i>
II	No data on NMT transport	Lack of data on pedestrian and cyclist flows.	3	<i>Transport policies / ITS /</i>
III	Urban mobility projects are not promoted enough	Urban mobility projects are not explained and promoted enough because this is not considered a priority.	2	<i>Transport policies</i>
IV	Population is not open to alternative ways of transportation	Population is still reserved when it comes to projects that promote alternative mobility instead of private car transport.	1	<i>Transport policies</i>
V	Central areas take over by cars	Central areas are still choked by traffic and parked cars.	3	<i>Transport policies / ITS / Green transport</i>
VI	Lack of P&R facilities	A large amount of traffic from the suburbs is still going into the central area (lack of park & ride)	3	<i>Transport policies / ITS / Green transport</i>

VII	No cycling network	Cities lack cycling networks, even if they have cycling infrastructure, there are just some segments.	1	Transport policies / Green transport
VIII	Low involvement of local stakeholders in mobility policies	Local stakeholders are rarely involved in the drafting of urban mobility policies which come from national level.	1	Transport policies

Table 1. represents an important intermediate outcome. Thanks to the filled-in information at this stage PP5 knows the most important issues in the field of urban mobility, prioritized according to the feedback received from the members of the LSG.

1.1.2 LINKING THE ISSUES TO THE GPS

(Activity undertaken by ITRE expert)

For each identified issue, good practices were selected which can potentially address it. Only good practices from the TRAM project partners could be selected.

Table 2. Potential relevance of Good Practices (how many lively issues are addressed by each GP)

GP ID	No. of issues addressed by Importance			No. of issues not addressed	Weighted sum
	1	2	3		
				0	-
GP 3			1	7	3
GP 10	1		2	5	7
GP 24			1	7	3
GP 7	1	1	1	5	6
GP 28			1	7	3
GP 18	1		1	6	4
GP 34	1	1	1	5	6
GP 36	1			7	1
GP 5	1			7	1
GP 11	1			7	1
GP 30	1			7	1
GP 17			1	7	3
GP 14			1	7	3
GP 2			1	7	3
GP 8			1	7	3
GP 12	1	1		7	3
GP 13	1			7	1
GP 9	1			7	1
GP 20	1			7	1
GP 26	2	1		5	3

After this stage of the analysis, PPs and ITRE experts know how each lively issue is addressed by the available good practices. This step also gives precious information about the performance of good practices. Good practices with a weighted sum under 2 have been eliminated.

CHAPTER 1.2 - IDENTIFICATION OF BEST PRACTICES

(Activity undertaken by ITRE expert together with the representatives of PP5, validated by the LSG members)

This phase evaluates the most promising Good Practices, selected through the Gap Analysis, in order to identify the best practices to be included in the Action Plan. For this selection two different evaluations have been carried out.

- **Evaluating the GPs** impact from a social, environmental and economical perspective;
- **Assessing barriers** that must be overcome in order to implement / transfer good practices.

Table 3. Identifying Best Practices.

A. Values for issues and sustainability: 1 – Negative; 2 – Neutral; 3 – Positive; 4 - Very Positive.

B. Values for barriers: 1. - Complex; 2. - Important; 3. - Specific; 4. - Limited.

C. Imp refers to the importance of the issue as in Table 1.

GP nr.									Overall sustainability assessment			Number of barriers by complexity level			
	I	II	III	IV	V	VII	VIII	ENV	SOC	ECO	1	2	3	4	
3	3							3	3	3		1	2		
10	2	4		4				2	4	2		1	3	2	
24	2							4	3	1	2	1			
7	3		4			4		2	4	2		1	2	1	
28	3							4	3	1		2		1	
18	2		1					2	4	2		1	3		
34			3	4	4			4	4	3		1	2	1	
17		2						2	4	2	1		1		
14					4			4	4	2				1	
2					2			3	2	1			4		
8					3			2	4	1			1	2	
12			3			4		3	4	3		1	2	1	
26							3	3	3	2		1	1		

The result of this last table are the best practices which will form the basis of the Action Plan.

CHAPTER 1.3 - IDENTIFYING ACTIONS FOR TRANSFERRING BPS (SWOT ANALYSIS)

This part focuses on identifying components (project, idea or action) which can be transferred from the 6 selected best practices (BP).

The next step consists of conducting a SWOT analysis at the level of organisations which are supposed to implement the selected actions. As in the case of Romania, Regional Development Agencies have no administrative or political power, so the organisation considered for the SWOT is a partnership between the North-West Regional Development Agency and the 6 county seat municipalities of the region.

Table 4. SWOT Analysis for each GP related to the capacity of the implementing authority

GP 7 - Bicipolitana	Helpful	Harmful
Internal origin	<p>Strengths (to be named S1, S2, S3, etc.)</p> <p>S1. Most municipalities (county seat) in the region have or are already preparing feasibility studies for cycling infrastructure. S2. 5/6 Municipalities already implemented fragments of a cycling network, local representatives are therefore familiar with these kinds of projects.</p>	<p>Weaknesses (to be named W1, W2, W3, etc.)</p> <p>W1. There is still a lack of technical staff able to operate with cycling infrastructure. W2. Laws and regulation available at national level are old and don't suit actual trends related to cycling infrastructure.</p>
	<p>Opportunities (to be named O1, O2, O3, etc.)</p> <p>O1. There are local cycling NGO's (2 of them in the LSG) that can support the implementation of a cycling network (advice, communication, facilitation). O2. Direct access to funds for building cycling infrastructure. O3. Large pedestrian areas and statements like "cities for people" are already key messages in the media, this makes it easier to convince people to accept closing of roads for cars and their transformation.</p>	<p>Threats (to be named T1, T2, T3, etc.)</p> <p>T1. People are expecting more place for cars and not for bicycles T2. Cyclists are not always willing to respect regulations (ex. Unmounting when using the pedestrian crossing)</p>
External origin		

GP 10 - Ciclogreen	Helpful	Harmful
Internal origin	Strengths (to be named S1, S2, S3, etc.)	Weaknesses (to be named W1, W2, W3, etc.)
		W1. Local administration does not have qualified staff with advanced IT skills.
External origin	Opportunities (to be named O1, O2, O3, etc.)	Threats (to be named T1, T2, T3, etc.)
	<p>O1. A large share of local tech companies which can deliver similar products (ex. members of the Cluj IT Cluster which is part of the LSG).</p> <p>O2. Funding opportunities which can be accessed for development of mobile apps (partnership with major telecom companies, etc.)</p> <p>O3. There are some free apps similar to CiclogreenCiclogreen available on the market.</p> <p>O4. Larger cities like Cluj-Napoca have a large number of youth, mostly students that are open to various digital solutions (“early adopters”).</p> <p>O5. The app can be linked to existing bike sharing services (Cluj-Napoca)</p>	

GP 14 – Pedestrian plan Seville	Helpful	Harmful
Internal origin	Strengths (to be named S1, S2, S3, etc.)	Weaknesses (to be named W1, W2, W3, etc.)
	<p>S1. 5/6 Municipalities already have experience with pedestrianization projects.</p> <p>S2. Tradition of public debates for important urban development & mobility projects (Cluj-Napoca)</p>	W1. Communication with the community is still difficult and is rather rare.
External origin	Opportunities (to be named O1, O2, O3, etc.)	Threats (to be named T1, T2, T3, etc.)
	<p>O1. Large pedestrian areas and statements like “cities for people” are already key messages in the media, this makes it easier to convince people to accept closing of roads for cars and their transformation.</p> <p>O2. Direct access to funds for building pedestrian infrastructure.</p>	<p>T1. Shopkeepers are generally reticent to pedestrianization because they consider that losing parking places and accessibility by car will affect their business.</p> <p>T2. People are still afraid of losing place for cars.</p>

	<p>O3. Events that include closing streets for cars and opening them for pedestrians.</p> <p>O4. Tradition in public consultations for important projects (Cluj & Oradea)</p>	
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GP 12 – Cycling plan of Seville	Helpful	Harmful
Internal origin	<p>Strengths (to be named S1, S2, S3, etc.)</p> <p>S1. Most municipalities (county seats) in the region have or are already preparing feasibility studies for cycling infrastructure.</p>	<p>Weaknesses (to be named W1, W2, W3, etc.)</p> <p>W1. Communication with community is still difficult and is rather rare.</p> <p>W2. Laws and regulation available at national level are old and don't suit actual trends related to cycling infrastructure.</p>
	<p>Opportunities (to be named O1, O2, O3, etc.)</p> <p>O1. Large pedestrian areas and statements like “cities for people” are already key messages in the media, this makes it easier to convince people to accept closing of roads and their transformation.</p> <p>O2. There are local cycling NGO's (2 of them in the LSG) that can support the implementation of a cycling network (advice, communication, facilitation).</p> <p>O3. Direct access to funds for building cycling infrastructure.</p> <p>O4. National guidelines for cycling infrastructure are drafted and in public debate.</p>	<p>Threats (to be named T1, T2, T3, etc.)</p> <p>T1. People are expecting more place for cars and not for bicycles</p> <p>T2. Cyclists are not always willing to respect regulations (ex. Unmounting when using the pedestrian crossing)</p>
External origin		

GP 34 – Green Arrow	Helpful	Harmful
Internal origin	<p>Strengths (to be named S1, S2, S3, etc.)</p> <p>S1. Municipality (Bistrita) has a similar project planned for several years</p>	<p>Weaknesses (to be named W1, W2, W3, etc.)</p> <p>W1. Lack of experience in developing complex integrated projects.</p> <p>W2. Difficulties might arise when implementing the project as traffic has to be rerouted.</p>
	<p>Opportunities (to be named O1, O2, O3, etc.)</p>	<p>Threats (to be named T1, T2, T3, etc.)</p>
External origin		



	<p>O3. Direct access to funds for pedestrian infrastructure and new trams or busses.</p> <p>O4. Tradition in public consultations for important projects (Cluj & Oradea)</p>	<p>T1. People are not so attracted to public transport, ridership is rather low compared to similar EU cities.</p>
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GP 26 – Macroregional Transport Action Plan	Helpful	Harmful
Internal origin	<p>Strengths (to be named S1, S2, S3, etc.)</p> <p>S1. A good relation between the North-West WRDA and local authorities</p> <p>S2. Tram project helped to create a better bond between local authorities</p> <p>S3. The elaboration of several strategic documents in the last 2 decades has provided the North-West RDA staff with expertise in planning.</p>	<p>Weaknesses (to be named W1, W2, W3, etc.)</p> <p>W1. Regional Development Agency, the authority that could lead such a project has no real administrative responsibilities.</p>
	<p>Opportunities (to be named O1, O2, O3, etc.)</p> <p>O3.</p>	<p>Threats (to be named T1, T2, T3, etc.)</p> <p>T1</p>
External origin		

With the SWOT analysis finalized, it has become clear what components can be transferred from each best practice. The links between lively issues and the selected components for the Action Plan can be seen in the table presented below.

Table 5. Link between identified lively issues and actions or projects to be transferred

Lively issues	Selected BP	Extracted action	Proposed action (AP)
I. Streets blocked by traffic in rush-hours	-	-	-
II. No data on NMT transport	GP 10 - Gamification platform boosting	Application and the reward system	A2. Gamification platform boosting Sustainable Mobility (Romanian version)

	Sustainable Mobility		
III. Urban mobility projects are not promoted enough	GP 7 - Bicipolitana	The Bicipolitana bike network map	A1. Common maps for the cycling networks to be created in the municipalities of the North-West Region, Romania
IV. Population is not open to alternative ways of transportation	GP 10 - Gamification platform boosting Sustainable Mobility	Application and the reward system	A2. Gamification platform boosting Sustainable Mobility (Romanian version) A4. Cycling networks for the main cities A6. "Green Line"
V. Congested central areas	GP 14 – Pedestrian plan Seville GP 34 – Green Arrow	Implementation principles (public space first and then extending)	A6. "Green Line"
VI. Lack of P&R facilities	-	-	-
VII. No cycling network	GP 12 – Cycling plan of Seville GP 7 - Bicipolitana	Design principles	A4. Cycling networks for the main cities
VIII. Low involvement of local stakeholders in mobility policies	GP 26 – Macroregiona I Transport Action Plan	The stakeholder involvement	A3. Regional Urban Mobility Group A5. Regional strategy for urban mobility and smart cities

Unfortunately, it has not been possible to identify good practices for each lively issue. This is the reason why issue I and VI have no corresponding good practices, nor actions to be included in the Action Plan.

CHAPTER 2. DEFINING THE ACTION PLAN TIMEFRAME, BENEFICIARIES, COSTS

ACTION PLAN GENERAL INFORMATION

Project: **TRAM**

Partner organisation: **North-West Regional Development Agency**

Other partner organisations involved (if relevant): Municipality of Baia Mare, Municipality of Bistrița, Municipality of Cluj-Napoca, Municipality of Oradea, Municipality of Satu Mare, Municipality of Zalău, Intercommunity Development Associations from Cluj-Napoca and Oradea, Environmental Protection Agency of Satu Mare and Environmental Protection Agency of Cluj, Public Transport Company Cluj-Napoca (CTP Cluj-Napoca), Cluj IT Cluster, Technical University of Cluj Napoca and University of Oradea, Napoca Cycling Club from Cluj Napoca and Probikers Bihor Sports Association.

Country: Romania

NUTS2 region: North-West Region, Romania,

Contact person: Gergely Török

Email address: torok.gergely@nord-vest.ro

Phone number: 0745-350596

ACTION PLAN POLICY CONTEXT

The Action Plan aims to impact:

- **Investment for Growth and Jobs programme**
- European Territorial Cooperation programme
- Other regional development policy instrument

Name of the policy instrument addressed:

- Priority Axis 4. of the **Regional Operational Programme 2014-2020 (ROP)**
- **REGIONAL STRATEGY FOR URBAN MOBILITY AND SMART CITIES**

NOTE

The policy instrument addressed by PP5, (Axis 4. of the Romanian Regional Operational Programme 2014-2020) has been finalized at the end of 2017, when the final guidelines for proposals related to

integrated urban development were launched. Some small amendments were made during 2018, in order to remove certain barriers in the projects' development. Therefore, most cities in the region have already developed feasibility studies and prepared applications for funding under the Romanian Regional Operational Programme. Therefore, the Action Plan developed within the TRAM project doesn't directly address the policy instrument design, as most projects are already in the development stage. However, the TRAM Action Plan can and should ensure a better implementation of the policy instrument. This has already been achieved during the Action Plan development phase, in two ways: 1. by transferring valuable technical knowledge and thus helping cities in the Region to develop better projects and 2. by supporting the promotion and a better understanding of urban mobility projects. These directions address two of the main issues local authorities face in Romania and will help achieving the ROP Axis 4 objectives and indicators. Sustainable urban mobility principles went mainstream only a few years ago, around 2012-2014. Therefore, local authorities and citizens still struggle to understand what sustainable urban mobility is about or how specific projects such as cycling infrastructure², dedicated public transport lanes, and others are working. This implies a continuous need for training of local administration representatives and for alternative and more efficient ways to promote the projects that will be implemented. Without this kind of actions, the impact of projects developed under the ROP (the policy instrument of PP5) would be much lower than expected.

DETAILS OF THE ACTIONS ENVISAGED IN THE ACTION PLAN

- The implementation details for each of the actions identified above (Table 5.) are described below. Together, these actions build up the Action Plan.

² Romanian cities barely have cycling infrastructure. Cities which have built cycling lanes or paths still only have small segments which are fragmented. The city of Arad is the only case that has a complete cycling network built between 2014 and 2015.

ACTION 1

COMMON MAPS FOR THE CYCLING NETWORKS TO BE ADOPTED IN THE MUNICIPALITIES OF THE NORTH-WEST REGION, ROMANIA

1. **The background** (please describe the lessons learnt from the BP that constitute the basis for the development of the present Action Plan)

In the process of implementing EU Funds for improving urban mobility, Management Authorities, Implementing Bodies, beneficiaries and local stakeholders do not always manage to work together very closely, leading to the lack of appropriate promotion of urban mobility projects. Even if they are promoted, the methods used are not efficient. Because of the lack of a close collaboration, there is usually a general mistrust related to sustainable urban mobility projects because on one hand citizens either do not understand them or they don't even know about their existence, or because of the lack of coordination the results are not always optimal. As each municipality (county seat) will build cycling infrastructure in the following years, promotion of these investments is essential. The approach of Pesaro stands as a model in how to promote cycling infrastructure by using maps and traffic signs that resemble the graphics of a metro map. By using this visual identity illusion, the efficiency of cycling as means of transportation can be highlighted. As an added value for this action in the region, the North-West RDA – as an Intermediate Body for implementing the ROP, municipalities – as direct beneficiaries of the funds, and other members of the Stakeholder Group will work together in developing and adopting a common visual identity, improving thus the governance structure for the implementation. The adoption of the visual identity and signposting will be adopted by the ROP MA, leading to an improved exchange of information and a better implementation process. The collaboration of the local authorities under this specific project might also help improve / complete signage guidelines at national level (at the moment signage for cycling infrastructure at national level is rather scarce).

As an added value, in the future other smaller municipalities can adopt the solution and might request financing through the ROP for adopting such measures. Also, this collaboration, between cities and the ROP MA will ensure that citizens cycling within the region will have similar cycling conditions (marking,

2. **Identified Action** (please list and describe the main steps needed to implement the identified action)

2.1 Describe the action

The RDA, municipalities and members of the LSG commonly designing – with the help of a designer – maps for the cycling network which use the graphical elements of a metro map (e.g. Bicipolitana in Pesaro). The involved actors will work together in designing a similar / same graphical identity for signalling the existing and future cycling networks, so that people are always informed about where they can cycle when they are in the cities of the Region, at the same time strengthening the governance structure for implementing urban mobility projects.

2.2 Action Justification (Why?)

In the process of implementing EU Funds for improving urban mobility, Management Authorities, Implementing Bodies, beneficiaries and local stakeholders do not always manage to work together very closely, leading to the lack of appropriate promotion of urban mobility projects. Because of this lack of coordination, people are generally suspicious to sustainable

urban mobility projects since they are either not properly informed, they do not understand them, or they don't even know about their existence. Romanian cities and their inhabitants have no tradition in cycling therefore, this means of transportation is still used mostly for leisure. There is a need to develop a common understanding of the role of cycling networks and cycling as a means of efficient and eco-friendly urban transport, and this action will offer a great opportunity for all stakeholders involved to agree on this.

Furthermore, the action will help find complementary projects or actions that could on one hand support the implementation of cycling lanes so that locals and visitors are motivated to use them, and on the other hand increase visibility and raise awareness, easing the way by public acceptance for future motorized traffic restrictions.

2.3 How to implement the action (e.g. how to guarantee key success factors, prevent difficulties encountered and reflect on lesson learnt)

Organize a tender to hire a graphic designer (person or company) that should create the maps together with other relevant visual identity elements for the project and / or municipalities. Further on, members of the LSG and the RDA will work together with the designer to achieve the optimum results which will then be adapted in case of each county municipality.

All designs will be handed in, in editable formats together with a user guide for local administration representatives.

2.4 Effects of the action (what happens if the action is implemented?)

Municipalities, the RDA and local stakeholders will work much closer together in implementing urban mobility projects and thus people will be better informed about the existence and functioning of the cycling network of the city. Besides an easier acceptance, they will be able to better generate routes that will help them cycle safe to their destination. Cycling will be more and more perceived as a fast and efficient way of transportation.

The project will improve the impact of the policy instrument through a better promotion of cycling infrastructure. In this way, the objectives of the policy instrument like reducing the CO₂ emissions or the number of trips made by private car, can be achieved in a more efficient manner as the direct result of a better collaboration within the LSG.

2.5 Case of no action (what happens if the action is not implemented? or potential risks)

Cooperation between LSG members and the RDA will be lower thus weakening the quality of implemented projects, people will be less interested in cycling infrastructure and in some cases, they will not even be informed of the existence of various cycling lanes or paths. Also, in case of no action, the potential of coherent cycling networks and their promotion will be lost, reducing the chance that the North-West Region could become Romania's first cycling region.

3. **Players involved** (please indicate the stakeholder organisations in the region who are involved in the development and implementation of the action and explain their role)

Coordination assumed by the North-West Regional Development Agency, municipalities from the region acting as partner institutions, involving also cycling NGOs and the police department as consulting partners (mostly to ensure that signage is coherent with existing laws, if necessary / possible also promoting changes to existing laws).

4. **Timeframe**

2019 Procurement of the design service

2020 adapting maps to local context, elaborating visual identity elements for signposting.

The project is strictly related to the implementation timeframe of the cycling networks for each city.

5. **Costs** (if relevant)

7.000 Euro for design general design.

5.000 Euro for each Municipality – adapting to design template to local context and for prints.

6. **Funding sources** (if relevant):

Local budget of the North-West Regional Development Agency and local budget of municipalities which adopt the map.

7. **Monitoring indicators**

Common visual identity for cycling infrastructure in the region

Number of cities adopting the map by 2020 (3)

ACTION 2

GAMIFICATION PLATFORM FOR BOOSTING SUSTAINABLE MOBILITY (ROMANIAN VERSION)

1. **The background** (please describe the lessons learnt from the BP that constitute the basis for the development of the present Action Plan)

Small pieces of a cycling network are available in 5/6 municipalities (county seats) while all 6 will build cycling infrastructure in the following years. However, people are not really motivated to use this infrastructure. There is a need to identify means to better promote the existence of cycling infrastructure and encourage people to use their bikes for daily trips. Also, monitoring the performance of the cycling networks is essential to maintain a high-quality service but municipalities lack possibilities to gather data about the level of usage of various routes.

The selected gamification platform in the form of a smartphone application is the model which could help solve these two problems. The reward system used by the application could encourage people to use their bike while the data from the app could provide precious data about possible improvements to the network (ex. new routes – shortcuts).

2. **Identified Action** (please list and describe the main steps needed to implement the identified action)

2.1 Describe the action

Develop/rent and personalize a mobile cycling application that will let cyclists track their trips through the city (similar to Strava, Endomondo, etc.) and obtain bonuses from various partners enrolled in the program (local shops, restaurants, cultural venues or even employers).

2.2 Action Justification (Why?)

Cities lack relevant data about cycling (frequency, routes, etc.) while people are not really motivated to use the bike for regular daily commutes. Bikes are still mainly used for leisure purposes.

2.3 How to implement the action (e.g. how to Guarantee key success factors, prevent difficulties encountered and reflect on lesson learnt)

A tender should be elaborated to find a service provider able to develop/rent the application using specificities from the analysed gamification platform. After a service provider is chosen, discussion with organisations/partners – as possible sponsors – entering the program should be held. These steps should be synced with the implementation process of the cycling networks.

PP5 has submitted a Pilot Action within the Interreg Europe Programme for testing the transferability of the selected action in two pilot cities.

2.4 Effects of the action (what happens if the action is implemented?)

By implementing the proposed Pilot Action, PP5 and involved stakeholders – mainly members of the Local Stakeholder Group – will have the chance to familiarize with the needs of citizens more in depth, being able to promote subsequent new concepts and urban mobility initiatives in a more efficient way, while at the same time receiving valuable information for improving Sustainable Urban Mobility Plans (SUMP) of the selected municipalities.

In Romania, public investments under the SUMP are financed through the 2014-2020 Regional Operational Programme, Specific Objective 4.1. “Reduction of carbon emissions in county municipalities based on sustainable mobility plans”, which is actually the Policy Instrument selected to be improved in the framework of the TRAM project (in the North-West Region, PP5 is the Intermediate Body for implementing the ROP).

This means, that the better the quality of projects within the SUMP, the more efficient- and the higher the impact of the funds allocated under the Policy Instrument due to be improved. Deriving from the planned activities, data received through the proposed gamification platform will specifically increase the impact and efficiency of cycling and pedestrian infrastructure projects, improving thus the implementation of the selected Policy Instrument.

Moreover, inspired by the lessons learned by the Public Works Agency of the Andalusia Regional Government, the gamification platform for promoting sustainable urban mobility will be implemented with city council support for greater impact.

2.5 Case of no action (what happens if the action is not implemented? or potential risks)

If nothing will be done, the consequences will be twofold: on one hand, there will be a lack of user data for pedestrian and cyclist traffic in the cities and as such, the impact of new cycling routes on the urban motorized traffic remains a guess and is often left to chance. On the other hand, motivation of people to cycle will be lower, even though there will be cycling infrastructure available.

3. **Players involved** (please indicate the stakeholder organisations in the region who are involved in the development and implementation of the action and explain their role)

North-West Regional Development Agency can coordinate the project, the implementation being done at local level in two phases: in the pilot phase, the solution will be tested in two pilot municipalities, followed by the roll-out of the initiative into other municipalities from the region.

4. **Timeframe**

April 2019 – December 2020

5. **Costs** (if relevant)

25.000 Euro financing through the Pilot action – Phase (Interreg Europe).

Cost may vary for the roll-out period, depending on the selected solution and the number of municipalities willing to adopt the solution. For example, additional financial resources might be needed at local level to promote the application (events, competitions, etc.)

6. **Funding sources** (if relevant):

Interreg Europe Programme - Pilot Action, local budget of municipalities or other funds for smart city solutions

7. **Monitoring indicators**

Number of cities adopting the application by 2020 (2)

Number of cyclists using the application (750)

ACTION 3

REGIONAL URBAN MOBILITY GROUP

1. **The background** (please describe the lessons learnt from the BP that constitute the basis for the development of the present Action Plan)

The base model used to address these needs is the Macroregional Transport Action Plan for the Baltic Sea Region. The ideas to be transferred from this model relate mostly to techniques to involve stakeholders in drafting action plans and various strategies.

2. **Identified Action** (please list and describe the main steps needed to implement the identified action)

2.1 Describe the action

Continuing and extending the Local Stakeholder Group as “The Regional Urban Mobility Group” aiming to foster knowledge exchange inside the region, create a common voice to the framing of the future ROP and connect to training opportunities (urban mobility theme) for public administration representatives. Regional Urban Mobility week will have 1-2 days hosted by one of the cities of the region.

2.2 Action Justification (Why?)

Urban mobility projects are not explained and promoted enough because this not considered a priority. Stakeholder involvement in the draft of Regional Operational Programmes is still low. Local authorities are rather involved in giving feedback than in the drafting of national policies. Urban Mobility projects with a value of more than 100 mil Euro will be implemented in the North-West Region of Romania in the following 4 years. In order to guarantee the success of such projects when it comes to implementation and maintenance, cities need trained technical staff. This is the main aim of the “Urban Mobility Academy”, providing technical knowledge to the representatives of local authorities.

2.3 How to implement the action (e.g. how to Guarantee key success factors, prevent difficulties encountered and reflect on lesson learnt)

The main aim of this action is to ensure the continuity of the already built up local stakeholder group (LSG) and improve its impact at policy level. The LSG will function under the “Regional Urban Mobility Group” name and should continue regular (semestrial/yearly) meetings. The LSG will be directly involved in drafting the “Regional Strategy for Urban Mobility and Smart Cities” and thus be an important factor in shaping the future of the region. To strengthen the group, additional activities will be added. For a better promotion of urban mobility projects and to continue the knowledge exchange the “European Urban Mobility Week” will be hosted each year by one city. In the 1-2-day sessions new projects will be presented and visited, debates could be held, or various urban mobility ideas can be discussed. Also, the “Regional Urban Mobility Group” will have regular meetings and provide policy briefs highlighting regional needs, trends or ideas that should be taken care off when designing policies at national level. In order to strengthen the expertise of local administration, under the “Urban Mobility Academy” the North-West Regional Development Agency will link to various projects that provide trainings in the field of urban mobility.

2.4 Effects of the action (what happens if the action is implemented?)

Representatives of local administrations will have better knowledge about how to successfully implement urban mobility projects and thus ensuring the goals of the policy instrument are achieved in a more efficient manner. By forming a strong group of stakeholders, a better communication with central authorities can be achieved. Also, having various debates on how to implement the urban mobility projects financed through the policy instrument, local administrations will have better chance remove various barriers encountered in the implementation process. If necessary, even slight adjustments to the policy instrument³ might be made.

2.5 Case of no action (what happens if the action is not implemented? or potential risks)

People will continue to be not well informed about urban mobility projects and their benefits and therefore will not opt for alternative and clean means of transportation. Future urban mobility policies may be designed at national level without understanding or addressing the needs of the region.

3. **Players involved** (please indicate the stakeholder organisations in the region who are involved in the development and implementation of the action and explain their role)

Representatives of the municipalities included in the LSG: Baia Mare, Satu Mare, Zalău, Bistrița, Cluj-Napoca and Oradea together with the North-West Regional Development Agency. Every city will host the European Mobility Week for 1 year.

4. **Timeframe**

2019-2020 First Regional Urban Mobility Week (hosted by North-West Regional Development Agency, Cluj Napoca University, Cluj Napoca City Hall and Cluj Napoca Metropolitan Area) - yearly event; Meeting to debate and identify the local needs for the future ROP - yearly event;

5. **Costs** (if relevant)

5000 Euro for hosting the Regional Urban Mobility Week
500 Euro per debate / event

6. **Funding sources** (if relevant):

Local budget and existing projects for various trainings.

7. **Monitoring indicators**

Number of trainings (1 per year)
Number of urban mobility promotion events (1 per year)
Number of policy briefs related to the urban mobility issues of the regions⁴ (1 per year)

³ Direct changes of the policy instrument can't be guaranteed as they have to result from barriers or other challenges which may or may not appear in the implementation process.

⁴ Targeting the improvement of the policy instrument

ACTION 4

REGIONAL STRATEGY FOR URBAN MOBILITY AND SMART CITIES

1. **The background** (please describe the lessons learnt from the BP that constitute the basis for the development of the present Action Plan)

Starting from the Macroregional Transport Action Plan for the Baltic Sea Region the North-West Development Region decided to take a similar approach. The first step is to develop a plan that would ensure a common vision for the cities in the region with a focus on smart city components and urban mobility.

2. **Identified Action** (please list and describe the main steps needed to implement the identified action)

2.1 Describe the action

The North-West Regional Development Agency will develop a Regional strategy for sustainable urban mobility and smart cities.

2.2 Action Justification (Why?)

Smart cities and sustainable urban mobility are the main priority themes of the region and its cities. As all cities are on the way of implementing various urban mobility and smart city projects there is a need for coordination and a common vision.

2.3 How to implement the action (e.g. how to Guarantee key success factors, prevent difficulties encountered and reflect on lesson learnt)

North-West Regional Development Agency will announce a tender for the development of the Strategy. The contracted consultant will provide support in the development of the strategy but also find the best territorial governance structure that will ensure a successful implementation.

2.4 Effects of the action (what happens if the action is implemented?)

A common vision for the cities in the region that will strengthen cooperation between the cities. This project linked with Action 3 will create a better functioning governance structure at regional level. In this way, a link between the LSG members (mostly representatives of major cities in the region) county councils and smaller cities⁵ will be created thus creating a well-functioning governance structure targeting the improvement of the selected policy instrument in its actual but also future form.

2.5 Case of no action (what happens if the action is not implemented? or potential risks)

The impact of projects will remain rather local without any opportunities to scale up. Each city will stick to its own plans so that the potential for synergy will be lost.

3. **Players involved** (please indicate the stakeholder organisations in the region who are involved in the development and implementation of the action and explain their role)

⁵ Both entities are not part of the LSG and the TRAM project.

NWDRA will be responsible for the development of the Strategy. The cities and other representatives of the LSG will be involved in the drafting of the document (vision, action plan, etc.).

4. Timeframe

2019-2020

5. Costs (if relevant)

Approx. 160.000 Euro

6. Funding sources (if relevant):

Budget of NWRDA

7. Monitoring indicators

Number of strategies (1)

Number of policy briefs related to the urban mobility issues of the regions⁶ (1 per year)

⁶ Targeting the improvement of the policy instrument



ACTION 5

IDENTIFIED ACTION 6 (see table 11)

CYCLING NETWORKS FOR THE MAIN CITIES IN THE NORTH-WEST DEVELOPMENT REGION

1. **The background** (please describe the lessons learnt from the BP that constitute the basis for the development of the present Action Plan)

One of the main results of the TRAM projects at local level was that stakeholders had the opportunity to improve their technical skills related to cycling infrastructure. By visiting and using cycling infrastructure in partner cities like Seville or Pesaro, LSG representatives had the opportunity to transfer some of the technical solutions applied and integrate them into their projects.

2. **Identified Action** (please list and describe the main steps needed to implement the identified action)

2.1 Describe the action

Develop a network of bike lanes (using ideas gathered from the technical solutions provided by Seville and Pesaro) in the cities of Bistrița, Cluj-Napoca, Oradea, Zalău, Baia Mare⁷ and Satu Mare.

2.2 Action Justification (Why?)

None of the main cities in the North-West Development Region has established a complete cycling network by now. Most of these cities, however, have small segments of bike lanes on recently modernized roads. In order to achieve a bike friendly city, local authorities now strive to develop their bike networks.

2.3 How to implement the action (e.g. how to Guarantee key success factors, prevent difficulties encountered and reflect on lesson learnt)

Local authorities from major cities in the North-West Development Region will develop cycling networks that connect the main points of interest.

2.4 Effects of the action (what happens if the action is implemented?)

A complete cycling network that will increase of trips via bike in the cities and therefore support the shift away from using the private car.

2.5 Case of no action (what happens if the action is not implemented? or potential risks)

The number of trips via bike will barely increase, while the number of accidents involving cyclists will increase. Cycling will continue to be mostly a leisure activity.

⁷ The city of Baia Mare finished feasibility studies for the new links within the cycling network but has to change these studies due to some recent updates in the national green space laws. Therefore, it is unclear which links of the planned cycling network remain valid.

3. **Players involved** (please indicate the stakeholder organisations in the region who are involved in the development and implementation of the action and explain their role)
Local authorities supported with technical expertise and guidance from NWRDA

4. Timeframe

2018 (December) feasibility study for the 2 projects (electric busses + rehabilitation of the street) and the application for ROP.

2019 finishing technical project

2019/2023 implementation of the project⁸

5. **Costs** (if relevant)

Approx. 116 mil Euro⁹

6. **Funding sources** (if relevant):

Regional Operational Programme, Priority 4.1

7. **Monitoring indicators**

% of the project finished

Table 6 Indicative table for with the targets to be achieved in finishing the cycling networks in the North-West Region

Nr.	City	Project Title	KM of cycling infrastructure included in the project	% of project finalized by December 2019	Total value of the project (euro)	Total value of the cycling infrastructure within the project (euro)
1	Satu Mare	Building cycling lanes on Botizului Street and on the Golescu Bridge	4.6	40%	1601453.83	1374997.83
2	Satu Mare	Building cycling lanes in Satu Mare (3 corridors)	19.2	45%	6781199.15	4765308.86
3	Satu Mare	Building a cycling lane in the northern part of Satu Mare (Barițiu & Gorunului streets)	2.9	100%	643682.77	322894.92
4	Bistrița	Green Line (also includes cycling lanes)	29.0	30%	12515600.64	785726.60
5	Bistrița	Reconfiguring the public transport axis on Gării – Decebal – Andrei Mureșanu and Năsăudului streets (includes cycling lanes)	4.5	1-5%*	10726626.38	385425.28
6	Bistrița	Completing the cycling network of Bistrița (Phase 1)	26.0	1-5%*	4483903.40	4483903.43

⁹ Costs may increase if projects from Baia Mare and Cluj Napoca will be added.

Nr.	City	Project Title	KM of cycling infrastructure included in the project	% of project finalized by December 2019	Total value of the project (euro)	Total value of the cycling infrastructure within the project (euro)
7	Oradea	Building pedestrian routes in Oradea (includes cycling lanes)	0.6	100%	14986189.15	44958.57
8	Oradea	Urban mobility corridor Emanuil Gojdu Square - Vasile Alecsandri street	0.6	1-5%*	23651303.40	70953.91
9	Oradea	Urban mobility corridor Emanuil Gojdu Square - Fortress square	0.4	1-5%*	19234623.19	57703.87
10	Zalău	Sidewalks and Cycling lanes on the Mihai Viteazul Boulevard	7.0	20%	6847768.30	574468.09
11	Zalău	Rehabilitation of the urban mobility corridor: Simion - Bărnăuțiu – Voievod Gelu streets	7.5	30%	5856888.09	531914.89
12	Zalău	Rehabilitation of the urban mobility corridor: Corneliu Coposu – Avram Iancu streets	4.0	20%	3154137.23	287234.04
13	Zalău	Rehabilitation of the urban mobility corridor: Gh. Doja street	4.0	30%	2655248.72	212765.96
14	Zalău	Rehabilitation of the urban mobility corridor: 22 Decembrie 1989 street	1.0	100%	1341856.17	34715.74
15	Zalău	Reabilitare of DJ 191C (county road): Nusfalau – Crasna – Zalau – Creaca (includes cycling lanes)	2.0	100%	2142917.66	69431.49

*project with finalized feasibility studies waiting to get funding approval from the Regional Operational Program (implementation process might exceed 20% by 2020 December).

ACTION 6

“GREEN LINE”

1. **The background** (please describe the lessons learnt from the BP that constitute the basis for the development of the present Action Plan)

The best practice which forms the basis of this action is the Green Arrow from Miskolc. With a similar name, “the Green Line” project from Bistrița keeps the integrated intervention method from Miskolc. The tram from Miskolc is represented in this case by a fleet of electric busses running on a dedicated line while the whole corridor is not car free but has enlarged sidewalks with new cycling lanes.

2. **Identified Action** (please list and describe the main steps needed to implement the identified action)

2.1 Describe the action

The city of Bistrița is crossed by a National Road (no. 17) from south west to north east. This is the main transport axis and backbone of the city which should be completely reconfigured under the “Green Line” project. The corridor with a length of 10.3 km will have a dedicated public transport lane used by a fleet of 8-10 electric busses, larger sidewalks and cycling lanes.

2.2 Action Justification (Why?)

The congestion during rush hours slows down public transport while the air pollution has a very negative impact on the surrounding. This corridor needs to be reshaped and give priority to sustainable transportation modes in order to be able to cope with congestion. Shifting away from private car to an efficient and comfortable public transport or to cycling is perhaps the only feasible option in this case.

2.3 How to implement the action (e.g. how to Guarantee key success factors, prevent difficulties encountered and reflect on lesson learnt)

The project has been discussed for some years and was also included in the SUMP of the city. It will be implemented by the local administration using mostly EU funds coming from the Regional Operational Programme. EU Funds cover both the rehabilitation of the corridor and the acquisition of electrical busses.

2.4 Effects of the action (what happens if the action is implemented?)

The implementation of the “Green Line” project will greatly reduce air pollution and congestion while creating an attractive public space.

2.5 Case of no action (what happens if the action is not implemented? or potential risks)

Congestion and air pollution will increase which will reduce the attractiveness and liveability of the whole area.

3. **Players involved** (please indicate the stakeholder organisations in the region who are involved in the development and implementation of the action and explain their role)

The project will be led and implemented by the local administration. The evaluation will be done by independent evaluators contracted by the ROP Management authority, deciding on whether it can obtain financing. Civil society should be involved in the design phase.

4. Timeframe

2018 (December) feasibility study for the 2 projects (electric busses + rehabilitation of the street) and the application for ROP.

2019 finishing technical project

2019/2023 implementation of the project

5. Costs (if relevant)

Approx. 12 mil Euro

6. Funding sources (if relevant):

Regional Operational Program, Priority 4.1

7. Monitoring indicators

% of the project finished (target 30%)

CONCLUSION

The proposed Action Plan is built from two types of actions or projects: infrastructure (hard) or organisational (soft). This is mostly because that the North West Development Region has no duties related to infrastructure project as they are implemented at local, county or national level.

Therefore, soft projects are developed and coordinated by the North West Development Region while infrastructure projects are the responsibility of local administrations. To ensure a lean implementation of the Action Plan partnership agreements will be made between the North West Development Region and stakeholders involved or responsible for each action.