



WP.T3 - D.T3.3.3

Regional Action plans to better integrate
peripheral areas (Gdynia, PL)

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1. Introduction

Remote regions in central Europe share the same risks and issues related to being at the periphery of main transport networks. Inadequate and under-used services, excessive costs, lack of last-mile services and proper intermodality, poor communication and information to users and car commuting are the challenges that many central European regions face.

The SMACKER project addresses those disparities to promote public transport and mobility services that are demand-responsive and that connect local and regional systems to main corridors and transport nodes.

Within SMACKER mobility issues related to peripheral and rural areas, and main barriers are assessed and addressed by providing solutions that draw on the best international know-how. SMACKER promotes demand-responsive transport services to connect local and regional systems to main transport corridors and nodes: soft measures (e.g. behaviour change campaigns) and hard measures (e.g. mobility service pilots) are used to identify and promote eco-friendly solutions for public transport in rural and peripheral areas to achieve more liveable and sustainable environments, better integration of the population to main corridors and better feeding services. SMACKER helps local communities to re-design their transport services according to user needs, through a coordinated co-design process between local/regional partners and stakeholders; SMACKERS also encourages the use of new transport services through motivating and incentivizing campaigns. The direct beneficiaries of the actions are residents, commuters and tourists.

Participation reflects the overall integration of citizens and groups in planning processes and policy decision-making and consequently the share of power. In particular, transport planning and transport relevant measures are often the subject of controversial discussions within the urban community. The concept of Sustainable Urban Mobility Planning has established the principle that the public should be included from the very beginning of the transport planning process and not only when the plans are largely completed and only minor amendments can be carried out. For that reason, public authorities need to open-up debate on this highly specialised and complex subject area and make participation a part of the planning process. In order to ensure participation throughout the process, development of an engagement strategy would be necessary.

This document is the Regional Action Plan for the Gdynia SMACKER pilot area. It is based on regional and transnational strategies developed in SMACKER WP.T1 and on joint reflection/evaluation of the Gdynia pilot results achieved through the pilot action developed in WP.T2. The Regional Action Plan serves the Regional Government to support common practices in the area and provides hints for planning a better integration of the peripheral area/s in the regional transport system. It also prepares public discussion for mainstreaming the SMACKER achievements into the local policies.

The Gdynia pilot has developed a shuttle lines concept within the sustainable mobility plan for the district Chwarzno-Wiczlino for possible implementation of future DRT solution along with green urban islands embraced: installing Public Transport shelter and benches, equipping the stops with renewable energy sources e-ink screens, arranging the greenery in the vicinity of bus stops.

Within ETP Gdynia has developed document State of the Art Report about mobility problems and policy challenges which are considered as basis for new mobility services focused on shuttle lines and future DRT concepts in peripheral area. The main objective to be achieved: adaptation to the needs of the inhabitants, high availability, coverage of a large area and numerous points of interest, inclusiveness, comprehensibility, adequacy of infrastructure, reduction of social exclusion and forced car ownership, integration, reduction of costs and pollution, all with public participation.

The enhanced and optimized public transport offer constitute the backbone for new mobility services, such as swing lines or DRT lines.

This Regional Action Plan has the objective to provide a list of actions and tips to be used to implement mobility services that are targeted as demand-responsive and the connect local and regional systems to



main corridors and transport nodes in Gdansk-Gdynia-Sopot Metropolitan Area (later referred to as “Metropolitan Area”) with the same characteristics of the pilot one and follower area - Szemud municipality.

This document is organized following the common SMACKER approach and framework provided in D.T3.3.1. It is composed by ten chapters.

Chapters 2 to 10 present each one a section of the Regional Action Plan, which detail its Aims, Stakeholders to be involved, Key actions to solve the problem/s and to reach the proposed objective/s, Implementation time plan, Risk analysis, Funding resources, Key action monitoring schemes, Key stakeholders’ involvement strategies in the medium/long terms, Conclusions.



2. Aims

This chapter presents the objectives and priorities of the Regional Action Plan in terms of a better integration of the SMACKER pilot at regional level and of a better accessibility of peripheral areas to the TEN-T core network.

In the Gdynia pilot case, the main objectives and priorities of Gdynia pilot area and follower municipality Szemud, are quite the same throughout the whole Metropolitan Area and are listed below. The list is to be considered no exhaustive as it could be integrated with specific objectives in the various regional context.

It is also noted that the objectives and priorities could have different levels of relevance depending on some peculiar characteristics of peripheral and rural areas of interest in the Metropolitan Area.

- Increasing the share of collective transport in travel, resulting in a reduction in the share of individual car transport in the Metropolitan Area.
- Improvement the quality and quantity of Public Transport services in municipalities of the Metropolitan Area.
 - In rural areas, due to the large extension of the territory and the low population density, traditional public transport services are not economically viable nor effective. In particular, the mobility requests usually remain uncovered, except for education or work-related needs (commuting mobility). Off-peak hours and weekends usually suffer from a low mobility offer, with a consequent dependency on car.
 - Providing access to public transport for as many residents as possible. The municipalities in Metropolitan Area have an extensive road network as it mainly made up of small villages located along numerous roads and places affected by intensive urban sprawl. As this network is difficult to serve by conventional public transport and many houses are located up to 2 kilometres from the nearest bus stop, the DRT should enable its residents to shorten the distance to the bus stop as much as possible.
- Public Transport as well as other mobility services being demand responsive. Transport services in municipalities of the Metropolitan Area must be redesigned according to user needs, through a coordinated co-design process between local and regional partners and stakeholders, including public participation. Most municipalities in the Metropolitan Area do not have an adequate bus timetable. A significant percentage of all have a negligible number of off-peak and weekend trips.
- Providing or improving access to important social services within the Metropolitan Area:
 - other points outside the core area such as cultural, sport and recreational facilities. Current services provide this inadequately or not at all (especially when it comes to accessibility to train stations or, for example, the municipalities' offices providing public services).
 - preventing social exclusion. It is a several problem in the municipalities in the Metropolitan Area, which can be fought thanks to enabling access to critical services such as health clinics, schools, community centres and service centres, as well as connectivity to a broader public transport network that extends beyond the core area.
- Improvement of accessibility between neighbouring regions enabling economic, educational and public benefit cooperation between neighbouring regions.
- Improvement of accessibility to important transport nodes (airports, seaports, railway stations) as important integration nodes, enabling the implementation of national and international travel chains. This should include major transport hubs (mostly train stations and bus stops that serve as transfer points).



- Increasing awareness on public transport services. This should be achieved thanks to well-organised passenger information, including digital (e-inks) and traditional solutions and well-designed routing. Currently, the timetables and routes of existing lines are complicated, not inter-linked, not seamless. They may be incomprehensible and not intuitive for passengers.
- Making public transport accessible for all. The services should be accessible to all residents, regardless of their age, digital literacy or disabilities.
- Improving the urban environment.
 - the vehicles running on the route should also improve the attractiveness and quality of the urban environment by being low-emission and energy-efficient, thus reducing pollution, the greenhouse effect, and the energy consumption of passenger transport.
 - user friendly, green infrastructure. Properly marked bus stops should include shelters with timetables and benches, and the pedestrian path to the stop should be comfortable and safe. Currently, bus stops are not well marked, lack basic infrastructure, and the path to them is often not paved or lit.



3. Stakeholders to be involved

This chapter illustrates the main stakeholders to be involved in developing mobility services that are targeted as demand-responsive in peripheral and rural areas.

Based on the Gdynia pilot experience, the table below provides a list of the stakeholders which should be engaged in order to reach the objectives listed in the previous chapter.

In the Gdynia pilot implementation, a Local Mobility Forum (LMF) was established and several meetings were organized during the full duration of the project. The LMF was participated by stakeholders involved in the pilot on the basis of their specific expertise and technical/political mandate. The continuous exchange of feedback and ideas was fundamental during each phase of the pilot: pre-planning, planning, fine-tuning and evaluation.

The experience from SMACKER Gdynia pilot implementation suggests identifying LMF group, specified stakeholders involved in the project at different stages. LMF group should be formed, consisting of decision-makers and other stakeholders or institutions with knowledge on the subject. The stakeholders for the project would be, first, administration of the area. At the stage of finalising the service concept and preparation for the start of DRT, the Ministry of Infrastructure, Pomeranian Voivodeship Office in Gdańsk, District Councils, Gdańsk and Gdynia City Councils, local operators, universities and associations should be engaged.

Stakeholders should then be involved through numerous meetings on various key actions in the form of round tables, discussions and workshops (e.g. service design workshops) to create a final shape of the service, preferably held weekly, to sum up, what has been achieved so far and outline plans for the next future. All stakeholders who have an influence on the delivery of a particular key action point should attend such meetings - these include sessions on traffic studies and how they should be carried out, the mobility needs of the area, how the service might be funded, how the service should be operated, infrastructure, booking methods, choice of operator, etc.

As mentioned above, public consultations should be held to constantly involve the community, as the residents will be the product's end-users. These should include consultations during the development of the product and before its launch and further consultations during its operation.

Based on the above, complete list of proposed stakeholders to involve is presented below, with the responsibilities of each entity.

Table 1: Stakeholders to be involved in developing mobility services that are targeted as demand-responsive transport solutions in the Metropolitan Area.

SMACKER TARGET GROUP	STAKEHOLDERS	EXAMPLES OF REPRESENTATIVES	KEY AND COLLATERAL ROLE(S)
LOCAL PUBLIC AUTHORITY	Municipalities	Szemud Commune, Żukowo Commune, (of all municipalities in the Metropolitan Area are 58)	<ul style="list-style-type: none"> providing information about local specific mobility needs promoting the service at local level (residents) possible co-financier of new mobility services at local level
	Cities	Gdynia, Gdansk, Sopot, Wejherowo (of all cities	<ul style="list-style-type: none"> supervising new mobility services



SMACKER TARGET GROUP	STAKEHOLDERS	EXAMPLES OF REPRESENTATIVES	KEY AND COLLATERAL ROLE(S)
REGIONAL PUBLIC AUTHORITY	Local Public Transport Authorities	in the Metropolitan Area are 22) Gdynia City Transport Authority Gdańsk City Transport Authority Wejherowo City Transport Authority	<ul style="list-style-type: none"> providing information about local specific mobility needs sharing knowledge and increasing awareness providing information about current public transport system integrating of new mobility services with transportation system managing the Public Transport Contract of Service and awarding additional services coordinating activities among stakeholders ensuring seamless ticketing and information fundraising
	Regional Governments	Pomeranian Voivodeship Office in Gdansk, Pomeranian Voivodeship Marshal Office, county councils	<ul style="list-style-type: none"> approving resolutions of municipalities, providing EU funding
	National Ministries	Ministry of Infrastructure	<ul style="list-style-type: none"> eliminating of problematic legal provisions
	Public transport operator	PKT Gdynia, PKA Gdynia, PKM Gdynia, GAiT Gdańsk, Przewozy Autobusowe Gryf, Przewozy Albatros, PKS Gdansk, PKS w Bytowie, PKS Gdynia, PKS Starogard Gdanski,	<ul style="list-style-type: none"> operating new mobility services handling within municipalities integrating new mobility services into the main Public Transport network
INFRASTRUCTURE AND PUBLIC SERVICE PROVIDER	Regional Public transport operators (railways)	SKM Gdynia, Przewozy Regionalne	<ul style="list-style-type: none"> providing regional rail Public Transport service assistance on integrating into the



SMACKER TARGET GROUP	STAKEHOLDERS	EXAMPLES OF REPRESENTATIVES	KEY AND COLLATERAL ROLE(S)
GENERAL PUBLIC	Public Infrastructure Managing Companies	Road and Green Areas Management in Gdynia, Gminne Przedsiębiorstwo Komunalne Szemud	<p>main Public Transport network</p> <ul style="list-style-type: none"> managing infrastructure
	Local population	Local citizens, people living in the Metropolitan Area: primary school-age children, young inhabitants, under education in high school, university students, current public transport passengers, people living in areas not serviced by public transport, car drivers, seniors	<ul style="list-style-type: none"> acting as customers for new mobility services reporting mobility needs providing feedback on new mobility services to further improve and optimize resources supporting with promotion and information
HIGHER EDUCATION AND RESEARCH	Research centres in transport, economics, social science, environment, Universities	Gdańsk Univeristy's Faculty of Economy, Gdańsk University of Technology's Faculty of Civil and Environmental Engineering	<ul style="list-style-type: none"> scientist supporting during elaboration of the final concept of new mobility services conducting traffic studies and effectiveness studies
OTHERS	Organisation	Metropolitan Union of Communication of the Gulf of Gdansk, Gdansk-Gdynia-Sopot Metropolitan Area	<ul style="list-style-type: none"> conducting traffic studies and effectiveness studies consultating of the proposed solutions



4. Key actions to solve the problems and to reach the proposed objectives

Several problems and barriers could arise during the planning phase and the service operation. Recommendations for key actions and strategies to solve the problems and to reach the proposed objectives - especially in terms of regional integration - are described in the table below.

The actions and strategies are listed in a sequence that starts from the occurrence of the problem / barrier and ends with the overcoming of the identified issue.

Table 2: Problems/barriers and related overcoming key actions and strategies.

PROBLEMS/ BARRIERS	DESCRIPTION OF PROBLEM/BARRIER	KEY ACTIONS AND STRATEGIES TO SOLVE THE PROBLEM/S AND REACH THE OBJECTIVE/S
No public transport system in peripheral areas	In peripheral areas it is a problem to increase the level of sustainable mobility. There is low accessibility to public transport, few last mile services and, consequently, high car dependency.	<ul style="list-style-type: none"> • LMF should be formed • Conducting an initial demand survey • Memorandum of Understanding should be signed by communes, the Voivodeship Office, Municipalities Councils and the Ministry of Infrastructure, to jointly develop the best possible detailed action plan at the beginning of the process and to remove as many discrepancies as possible. • Development of new mobility services offer in peripheral areas that meet the needs of local communities • Obtaining external funding for the development of the new mobility offer to integrate with core metropolitan public transport offer
Legal restrictions	Problematic legal provisions prevent full operability and development of the new mobility services system, such as the possibility to create future DRT based on service without a fixed route and possibility to stop on the bus stops	<ul style="list-style-type: none"> • Analysing legislative • Contacting with the Ministry of Infrastructure • Consulting and lobbying with the Ministry of Infrastructure to change the legal framework
Insufficient funding to launch the service	The problem of not having funds to launch the service. Municipalities in Metropolitan Areas do not obtain adequate funds to organise the service and then launch it	Seeking possibilities of financing the service Provision of funding <ul style="list-style-type: none"> • Secure funding in advance • External funding (e.g. EU funds) • Government aid programmes • Taking out a loan
Insufficient funding to	The problem may also arise after the launch of the	Seeking possibilities of financing the service



PROBLEMS/ BARRIERS	DESCRIPTION OF PROBLEM/BARRIER	KEY ACTIONS AND STRATEGIES TO SOLVE THE PROBLEM/S AND REACH THE OBJECTIVE/S
continue running the service	service when in the long run, there is a lack of funds for the operation of the service due to increased spending on other purposes	Provision of funding <ul style="list-style-type: none"> • Secure funding in advance • External funding (e.g. EU funds) • Government aid programmes Taking out a loan
Difficulty in communicating with potential users of the service	There is a problem with changing the transport behaviour of residents and convincing them of the new means of transport	<ul style="list-style-type: none"> • Conducting public consultations • Planning of a tailored communication campaign



5. Implementation time plan

This chapter provides a suggested time plan for the implementation of a new mobility services that are targeted as demand-responsive in Metropolitan Area municipalities. Key actions were put into the schedule of the service implementation and operation.

The project can be divided into three steps: verification and expansion of the concept of the service (lasting three months), implementation of the project (6 months) and service operation (12 months). That's concluding the pilot phase, which is ending with the milestone of assessment of the service functioning.

During the assessment period, municipalities should decide whether the service met indicators target values and should be sustained or need remodelling and improvement.

At that point, another action plan should be created with a new set of goals. If target values are fully met, service should function further with minor changes, according to the gathered feedback from passengers. Source of further funding for the operation of the service should be saved at this step of operation, as DRT systems generally are not self-funding from ticket revenues.

Table 3. Suggested schedule for the implementation time plan.

#	Month	1	2	3	4	5	6	7	8	9	10-20	21
Stage I: Verification and expansion of the concept of the service												
1	initial demand survey											
2	area of operation											
3	type of operator											
4	law analysis and consultations with the Ministry of Infrastructure											
5	choice of operation mode											
6	required infrastructure											
7	specification of vehicles											
8	method of booking											
9	description of software											
10	responsibilities of the staff											
11	ticketing system											
12	possibilities of financing											
13	marketing and promotion strategy											
14	public consultations											
<i>Milestone: Concept approval</i>												



#	Month	1	2	3	4	5	6	7	8	9	10-20	21
Stage II: Implementation of the project												
15	provision of funding				■	■						
16	development of infrastructure				■	■	■	■				
17	creation of the booking system				■	■	■	■				
18	conducting a tender for the operator				■	■						
19	preparation of vehicles							■	■	■		
20	employment and training of drivers and dispatchers							■	■	■		
21	information campaign								■	■		
<i>Milestone: Start of service</i>										■		
Stage III: Functioning of the new mobility services												
22	ongoing organisation										■	■
23	operating the service										■	■
24	promotion campaign										■	■
25	gathering feedback										■	■
<i>Milestone: assessment of the service</i>												■



6. Risk analysis

The risk analysis lists all the possible negative issues that that could occur during the project execution and may affect the implementation of the proposed Regional Action Plan. The potential risks can affect many areas, both at an organisational and financial level and in relation to the public's perception of the service. They can occur at all stages of the system's functioning, from the early stages to risks regarding the maintenance of continuous functionality (Table 4).

In general, these risks include both risks that directly affect the implementation of the Regional Action Plan and external trends that may change the perception or management of the entire PT system at the local and regional levels.

Table 4. Risk analysis with mitigation actions.

Risk	Mitigation
Insufficient funding to launch the service	Secure funding in advance External funding (e.g. EU funds) Government aid programmes Taking out a loan
Insufficient funding to continue running the service	Inclusion in financial planning
No cooperation between municipalities	Commitment of all communes already during concept development Joint meetings of the working team with staff from all participating communes
Lack of tender applications	Precise description in tender Exchange of experience Invitation of a wide range of operators
No permission to use infrastructure	Maintain contact with infrastructure management
No will to build infrastructure	Offer to share the costs
No will to use the service	Well-designed marketing activities Provide various forms of promotion Educate potential passengers
Insufficient application of technologies	checking external technological development opportunities research



7. Funding resources

Possible sources of funding for the operation of the mobility services that are targeted as demand-responsive service could be:

- municipal budgets for public transport - in most municipalities there is little funding for public transport (few percent of transport budget of the municipality) and a complete imbalance with investments in road infrastructures (majority of transport budget of the municipality),
- new mobility services revenue - tickets could cover an estimated 20-25% of operating costs,
- EU funds (National level: European Funds for Infrastructure, Climate, Environment 2021-2027; Voivodeship level: Regional Operational Programme - in West Pomeranian Voivodeship it is provided through Operation 7.6. Support for the Development of Social Services of General Interest) - a potential source of funds for CAPEX expenditure: Placement of bus stops, creation of jobs for dispatchers, DRT programme, website and mobile application, marketing and promotion campaign and purchase of special vehicles for the operator,
- Subsidies from the national and regional government (Rural Development Programme, Bus Routes Development Fund (FRPA) - but this instrument is just for regular bus routes and its maximum application budget in Pomeranian Voivodeship has already been reached, so it would be tough to cover the operation of the service from this fund).

It is impossible to draw up a final list of costs and revenues, as they are deeply dependent on the function the site will have. In any case, there are certainly some key costs to consider (table below).

Table 5. Potential costs of DRT implementation and functioning in Metropolitan Area.

Element	Value per unit [€/unit]
Bus stop placement (stop-to-stop variant)	540
Designation of parking spots on transit hubs	540
Creating dispatchers' workplace	10.800
IT platform	n/a
DRT programme, website and mobile application	43.200
Marketing and promotion campaign	5.400
Working time of staff [h]	6.5
Vehicle maintenance [daily]	43
Vehicles mileage [km]	€0.7/km



8. Key action monitoring scheme

The key action monitoring scheme defines the Key Performance Indicators (KPIs), to be adopted in order to monitor the implementation of the Action Plan for establishing a new mobility services in the rural and peripheral in Metropolitan Area.

It is very important to identify the suitable KPIs as they can provide useful information for both the service fine-tuning and follow-up.

An essential part of the service implementation is monitoring the indicators that show the results of the ongoing future DRT. For each of them, the current and target values are given (or must be presented at the concept design stage).

The leading indicators are the number of public transport operating hours, the average number of seat kilometres and the number of public transport users.

The share of public transport users and car users in total users should also be monitored, as well as the coverage of the network, the percentage of residents with access to public transport within a 500 m radius of the stop, and parameters related to the fleet and the performance of the service in marketing campaigns.

The Key Performance Indicators (KPIs) are listed in Table 6.

Table 6. Key Performance Indicators (KPIs) divided into must-have and nice-to-have.

KPI GENERAL CATEGORY		INDICATORS
Must-have-KPIs	Quality of public transport/ DRT	Average number of public transport operating hours per day
		Average number of seat kilometres offered per day
	Usage of supply in the course of the pilot action	Number of public transport users
		DRT/public transport users per day
Nice-to-have-KPIs	Share of different mode users	Share of public transport users in overall transport users
		Share of car users in overall transport users
	Accessibility	Range of network
		Share of residents accessed within 500 metres of public transport stop (stop-to-stop variant)
		Share of residents accessed by public transport within 500 metres of DRT corridor (door-to-door variant)
	Environmental issues	Number of CO ₂ friendly vehicles in the fleet
	DRT lines and booking	Number of new on-demand lines
		Number of available booking options for DRT
	Marketing strategy	Number of likes on social media
		Number of clicks on webpages which provide information on public transport



KPI GENERAL CATEGORY	INDICATORS
	Number of distributed leaflets



9. Key stakeholders' involvement strategies

This chapter defines the key strategies and tools that can be adopted in the medium/long terms to involve the key local stakeholders towards reaching the objectives defined in the Regional Action Plan, and in particular, to get their support towards the structural establishment of a mobility services that are targeted as demand-responsive in Metropolitan Area municipalities.

Based on the experience gained during the Gdynia pilot developed within the SMACKER project, the stakeholders and target groups are already identified in chapter 3.

Before any actions are implemented, LMF group consisting of relevant stakeholders should be established to discuss what opportunities for cooperation exist and what challenges associated with launching a service.

In many cases, consensus still needs to be reached (who will be the service organiser how key stakeholders will be involved in the project) to follow subsequent actions.

First of all, a Memorandum of Understanding should be signed by key stakeholders, the Ministry of Infrastructure, to jointly develop the best possible detailed action plan at the beginning of the process and to remove as many discrepancies as possible.

Stakeholders should then be involved through numerous meetings on various key actions in the form of round tables, discussions and workshops (e.g. service design workshops) to create a final shape of the service, preferably held weekly, to sum up, what has been achieved so far and outline plans for the next future.

All stakeholders having an influence on the delivery of a particular key action point should attend such meetings - these include sessions on traffic studies and how they should be carried out, the mobility needs of the area, how the service might be funded, how the service should be operated, infrastructures, booking methods, choice of operator, etc.

As mentioned above, public consultations should be held to constantly involve the community, as the residents will be the product's end-users.

These should include consultations during the development of the product and before its launch and further consultations during its operation.



10. Conclusions

This final chapter synthesizes the key results of the action planning process based on the main analysis conducted in the previous chapters.

The goal of the Regional Action Plan is to define a clear and workable path to integrate rural and peripheral areas into the regional transportation system through establishing a mobility services that are targeted as demand-responsive or shuttle lines.

In detail, this Action Plan, which is based on the results and experiences gained during the Gdynia pilot developed within the SMACKER project provides a list of actions and tips to be used to implement mobility services that are targeted as demand-responsive to connect local and regional systems to main corridors and transport nodes in Gdansk-Gdynia-Sopot Metropolitan Area with a low-density areas.

Introducing mobility services that are targeted as demand-responsive in municipalities in Metropolitan Area could have a tangible impact by providing residents with access to efficient public transport and reducing car dependency. The new mobility services would provide access to the most important destinations within municipalities and the nodes with access to the city.

However, setting up such a service would be a pioneering effort on a national scale and would also involve significant risks, as the risk analysis shows. Mitigation measures need to be taken on several fronts to reduce these risks.

This requires the cooperation of many stakeholders at different levels - from municipalities to the residents, public transport organisers and operators, authorities, research departments and the Ministry of Infrastructure.

Stakeholders should be involved in various ways - project team meetings, discussions, workshops, etc. to maximise the opportunity to share experiences and introduce the most profitable solutions.

Based on the resulting list of key activities, creating an appropriate division of responsibilities for each stakeholder and based on an implementation plan, it seems possible to implement the solutions.

The implementation of the service can be divided into three phases: development of the functional mechanism (including funding), implementation, and operation together with evaluation (through appropriately selected indicators) - planned for a total of 21 months. The expenses for setting up and operating the service are considerable at the municipal level. Still, due to the innovative nature of the solution, funding may well be sought at the European, national and regional levels.

In conclusion, it is considered reasonable to consider the introduction of mobility services that are targeted as demand-responsive solution in Metropolitan Area municipalities, despite specific difficulties associated with the measures. The innovative mobility services can solve many of the municipalities' problems, including social exclusion.

In Poland, the DRT situation is not as dynamic as in others European countries. There is still a very significant problem with the introduction of on-demand transportation services in Polish law, which does not provide for such categories of transportation.



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