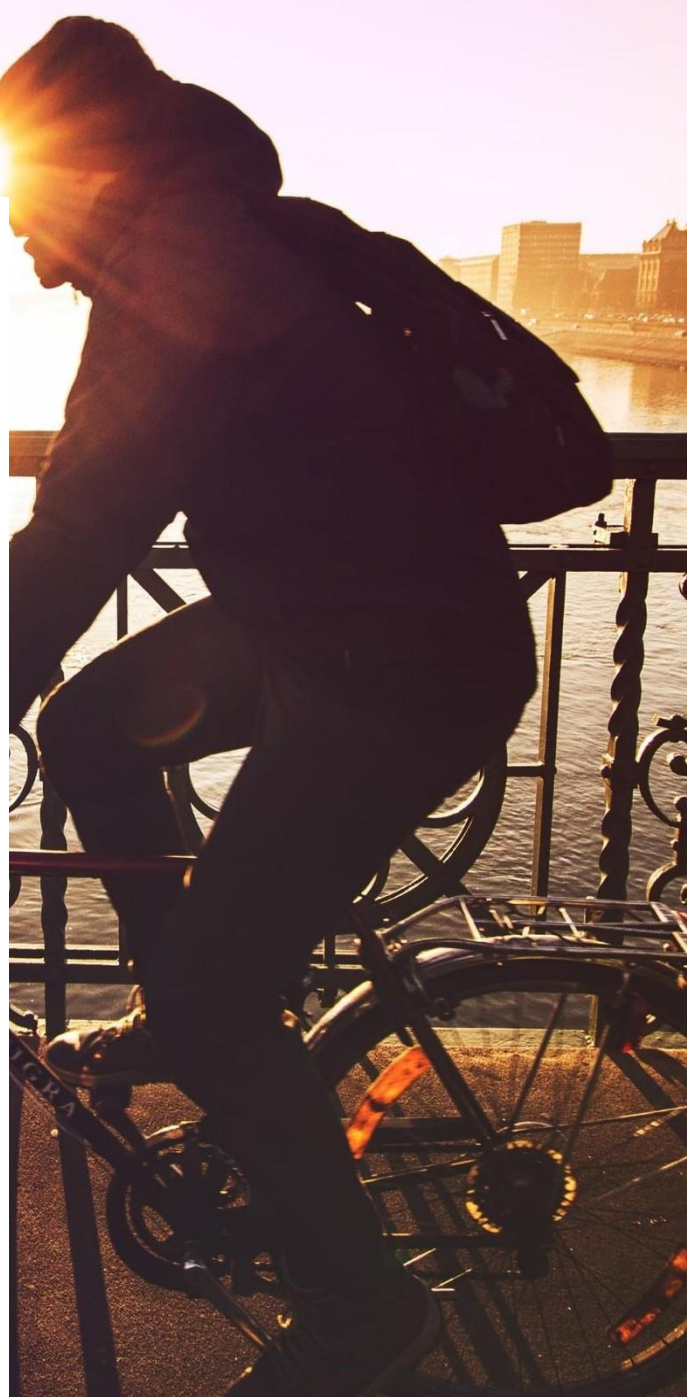


# ACTION PLAN

## Linking Urban and Rural Areas in Coimbra Region - the path to a MaaS system

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**28/02/2022**

Intermunicipal Community of the Coimbra Region

**PriMaaS**  
Interreg Europe

**Interreg Europe**  
European Union | European Regional Development Fund

**CIM | RC**  
COMUNIDADE INTERMUNICIPAL  
REGIÃO DE COIMBRA

**GENERAL  
INFORMATION**

# PriMaaS ACTION PLAN

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**PARTNER ORGANISATION:**  
Coimbra Region Intermunicipal Community

**COUNTRY:**  
Portugal

**NUTS2 REGION:** Centre EN

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TOPIC  
Low-carbon economy

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## EXECUTIVE SUMMARY

The present document embodies the Action Plan of the Intermunicipal Community of Coimbra Region, developed under the project PriMaaS - Prioritizing low carbon mobility services for improving accessibility of citizens, coordinated by the University of Aveiro. The project also has the following partners: TTS Italia; Intelligent Transport Systems Romania - ITS Romania, University of Applied Sciences Erfurt; Timisoara Municipality, Liguria Region; eGovlab - Stockholm University, Council of Tampere Region, South East of Scotland Transport Partnership.

The PriMaaS project (Prioritizing low carbon mobility services for improving accessibility of citizens) consists in integrating traditional modes of public transport, creating equitable mobility services focused on citizens' needs. PriMaaS is co-financed by the Interreg Europe Program and the European Regional Development Fund.

In this context, CIM Coimbra Region, as a partner of the project, participated and a set of activities, which allowed us to understand the importance of the theme "Mobility as a Service" at the national level and the perfect alignment with European policies and guidelines. Local Policymakers considered its inclusion in the new version of the Integrated Strategy for Territorial Development of the Coimbra Region.

The CIM Coimbra Region started, at the end of 2019, the process of revisiting the Integrated Territorial Development Strategy of the Coimbra Region in the context of the preparation of the new cycle of EU funding and to strengthen skills in promoting competitiveness and territorial cohesion and improving the standard of living quality of populations.

Therefore, during the process of revisiting the Integrated Strategy for Territorial Development of the Coimbra Region, which is the policy instrument of the CIM RC under the PriMaaS project, policymakers, during the project understood the importance of the topics addressed, considering that their inclusion is perfectly aligned with the national, European and EU framework, so that topics such as "strengthening intermodality", "mobility as a service", among others, became part of the objectives of our Strategy.

The PI addressed in the project was effectively changed and updated following the cooperative learning process within the PriMaaS partnership. The policymakers who were involved in the PriMaaS activities understood the importance of the PriMaaS goals and shared the vision, considering that the inclusion of the themes addressed in the project is perfectly aligned with the national, European and community framework, so that the following topics became part of the objectives of the respective Strategy, namely:

- Strengthening intermodality;
- Adopt specific transportation solutions for low-density territories;
- Adopt intelligent transportation systems;
- Implementation of Mobility as a Service system.

The participation in the various project events allowed CIM RC to understand the next decade's challenges and understand that the Integrated Territorial Development Strategy of the Coimbra Region should be reshaped to the new challenges in Mobility and ready to meet citizens' needs. The "revisited" PI was approved at the Intermunicipal Council meeting on April 22, 2021, and significant points inspired by PriMaaS activities were included in the Strategy update. The Integrated Strategy for Territorial Development of the Coimbra Region is already perfectly aligned with the themes, so it is important to give continuity to the strategic guidelines considered.

Additionally, the new regional strategy resulted in a set of new project applications funded by other policy frameworks and instruments (Environmental Fund and OP CENTRO 2020) aiming at improving the efficiency, sustainability and equity of the regional mobility ecosystem.

## BACKGROUND

The involvement in the PriMaaS partnership allowed CIM CR to be introduced to the concept of MaaS. The PriMaaS project allowed CIM RC to clearly understand the concept, the goals, the challenges, what it implies, what is necessary to achieve it, and the large amount of work that still needs to be done within the community under various levels. This way, CIM CR understood the necessary processes and the importance of other sensitive themes to achieve MaaS, and policymakers can understand its importance in their integrated Strategy.

The exchange of experience and technical meetings was important to learn good examples from PriMaaS partners. All the insights gained from the visit to Tampere Region and all the activities there inspired these changes and greatly impacted the policy vision.

Given the discussions and learnings, the 1st interregional event in Tampere CIM CR collected some good practices for Coimbra Region. Finland is one of the most advanced regions regarding the implementation of MaaS, which allowed us to know and understand the systems already implemented for Mobility in the Region and the importance of creating a MaaS system, namely to understand the importance of data and its availability, the demand between public and private operators; the potential that exists between the supply of public passenger transport service and the respective infrastructures; intelligent transport systems and services; payment systems and issuing of transport vouchers in the regions where the enterprise is located. The learning and knowledge allowed the policymakers (who attended the event and others who had the opportunity to join the following webinars and RSMs) to understand the need for and importance of defining these themes in the CIM RC strategy.

Throughout the project, CIM CR has been implementing a set of activities to bring to the attention of local stakeholders, governments and the general public the importance of these issues. Following such events, policymakers started sharing the PriMaaS vision and gathered efforts to facilitate MaaS implementation. CIM CR organised on January 16, 2020, the conference on Intermodality and decarbonisation (87 participants) to understand the importance of intermodality and decarbonisation in the implementation of the concept of MaaS that the creation of an intermodal system is the starting point for the implementation of the MaaS, that data and its availability are fundamental for its effective implementation. Above all, the entities are committed to creating a transport and mobility system that is increasingly fair and comfortable for their populations.

On July 14, 2020, the online event Challenges and leap for regional transport systems and the dissemination of sustainable MaaS in the context of the new normal was organised by UA and CIM CR, which brought together public and private actors, pioneers in the concept of MaaS, having discussed the challenges of regional transport systems and the future of MaaS platforms in the post-pandemic period.

On March 30, 2021, CIM CR held and organised a webinar on flexible Transportation solutions and MaaS (48 participants), including policymakers, local stakeholders, technology providers and the general public. It was possible with the Webinar to Disseminate and understand the concept

of MaaS; Identify institutional barriers and facilitators for sustainable MaaS in Portugal (based on an online survey); Know the existing flexible transport solutions, Understand the relationship between the implementation of MaaS and flexible transport; and also Know the ongoing work under the CIM CR in the context of flexible transport. All the subjects addressed were relevant for stakeholders' engagement. On January 18, 2022, in the 4<sup>th</sup> stakeholder meeting, the latest advances on the flexible transport service on demand were presented. This new mobility solution was considered important in promoting the MaaS concept. Until the end of phase 1, a regional meeting organised by LP will focus on how MaaS bundles should be designed for an effective behavioural transformation towards more sustainable mobility patterns.

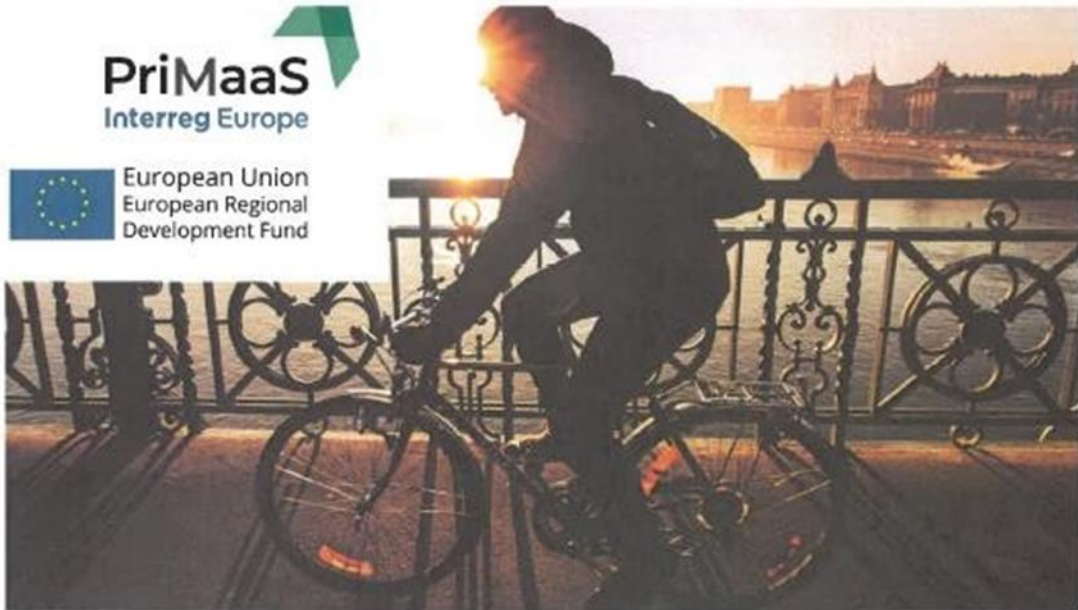
Figure 1 offers an integrated view of the impacts of the PriMaaS project on various policy instruments already achieved and to be fulfilled.

Phase	Phase 1		Phase 2	
Type of change	Improved Governance	New projects	New projects	New projects
Description	<b>NEW OBJECTIVES</b> - Strengthening intermodality; - Adopt specific transportation solutions for low-density territories; - Adopt ITS - Implementation of MaaS	-The Coimbra Region Intermunicipal Community is implementing a flexible passenger transport solution on demand, called SIT FLEXI in 17 municipalities of the Coimbra region (pilot actions)	Improve and consolidate the implemented service (SIT FLEXI )	- The <b>integrated management</b> of all the information on the Mobility System of Coimbra Region in a single customer information system -This system provide dynamic information in real-time
Policy Instrument	Integrated Strategy for Territorial Development of Coimbra Region	Environmental fund	Environmental fund	Operational programme CENTRO 2020

Figure 1- Observed and expected impacts of PriMaaS on policy instruments



## COMFORT LETTER



**PriMaaS**  
Interreg Europe

European Union  
European Regional  
Development Fund

**Interreg Europe Project PGI05830: Endorsement Letter** Date: 25.02.2022


Dear Sir / Madam,

On behalf of the Metro Mondego, SA [Portugal], the concessionaire of the Mondego Mobility System (presently under construction, expected to operate in 2023 in the municipalities of Coimbra, Lousã and Miranda do Corvo), I herewith confirm that the project "Prioritizing low carbon mobility services for improving accessibility of citizens" has been successfully implemented in the Coimbra Region.

I would like to express my support to the Intermunicipal Community of the Coimbra Region [CIM RC] by approving the Action Plan for "Linking Urban and Rural Areas in Coimbra Region" developed within the PriMaaS project.

The Metro Mondego, SA recognizes the significance of PriMaaS in the promotion of synergies between the transport authority [CIM RC] and Metro Mondego, SA in the development of the action plan which demonstrates the importance in linking the rural areas in the Coimbra Region.

Sincerely yours,

  
João Rui de Sousa Simões Fernandes Marrana  
Chairman of the Board

METRO MONDEDO, SA <a href="https://www.metromondego.pt/">HTTPS://WWW.METROMONDEGO.PT/</a>	Address: Rua de Olivença, nº11, 1st floor, 3000-306, Coimbra	Phone: 239 488 100 E-mail: metro@metromondego.pt
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## POLICY FRAMEWORK AND CONTEXT

### Part I – General information

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 instruments addressed:

Integrated Territorial Development Strategy of the Coimbra Region  
Regional Operational Programme Centro 2020  
Environmental Fund

### Part II – Policy context

There are still major obstacles to the economic, social and territorial development of the Coimbra Region Intermunicipal Community that need to be addressed. Therefore, it is important to establish strategic agendas and intervention priorities for the Region in a consensual and participative manner. For this reason, the Coimbra Region Intermunicipal Community initiated, at the end of 2019, the process of revisiting the Integrated Territorial Development Strategy of the Coimbra Region in the context of the preparation of the new cycle of EU funding and to strengthen skills in promoting competitiveness and territorial cohesion and improving the standard of living of the population.

However, the emergence of the Covid-19 Pandemic and its impacts on society and the economy forced a deep reflection on the definition of the development strategy on the horizon of the next community framework. Therefore, this context resulted in the need to adapt the Strategy to a new paradigm.

The process of revisiting the Integrated Territorial Development Strategy of the Coimbra Region was strategically aligned with the first phase of activities of the Interreg Europe PriMaaS project. It should be noted that the primary policy instrument under the PriMaaS project is the Integrated Strategy for Territorial Development of the Coimbra Region. Since the first semester, the exchange of experience has contributed decisively to improving strategic regional management tools. A technical visit to the Tampere Region was carried out to understand the Mobility in the Region and the importance of creating a MaaS system. The learning and knowledge from the response given on the ground in Tampere allowed the policymakers (who attended the event) to understand the need for and importance of defining these issues in the CIM RC strategy.

In turn, the event held and organised by CIM RC in January 2020, which took place in Coimbra, played an extremely important role in the Coimbra region. The local stakeholder's group meetings allowed the Coimbra Region Intermunicipal Community to count on local stakeholders, members of the Government, and sectorial entities with competence to act at the national level in Mobility



and public passenger transport service. All local stakeholders participated in the respective event, namely road and rail public service operators, competent transport authorities and mobility service providers. This event allowed the perception of the importance of this topic at the national level, the perfect alignment with European policies and guidelines, and considered its framework in the revisiting of the Integrated Strategy for Territorial Development of the Coimbra Region, with the inclusion of the following objectives:

- Strengthen intermodality;
- Increasing soft modes, particularly in urban contexts;
- Adopt specific transport solutions for low-density territories;
- Adopt intelligent transport systems
- Implementation of mobility systems as a service - MaaS Mobility as a Service.

These themes were reinforced and included in the Integrated Strategy for Territorial Development of the Coimbra Region revisited due to the events, technical visits, exchanges of experiences and knowledge obtained from the various project partners.

It is now important to fulfil the strategic objectives in the Integrated Strategy for Territorial Development of the Coimbra Region revisited. In addition to the Integrated Strategy for Territorial Development of the Coimbra Region revisited, there is also the Programme of Support for Tariff Reduction and the Centre 2020 through FEDER, whose actions identified in this action plan will allow to improve the implementation of the mentioned instruments.

### Part III – Details of the actions envisaged

#### ACTION 1- IMPLEMENTATION OF FLEXIBLE PASSENGER TRANSPORT ON DEMAND: SIT FLEXI

The Coimbra Region Intermunicipal Community is implementing a flexible passenger transport solution on demand, called SIT Flexi, in 17 municipalities of the Coimbra region, which is perfectly aligned with the strategic objectives of the Integrated Strategy for Territorial Development of the Coimbra Region revisited, which includes the following objective: Adopt specific transport solutions for low-density territories.

Despite registering significant improvements in recent years in terms of comfort, geographical coverage and timetables, conventional public transport still cannot respond efficiently to the specificities of the most dispersed territories, characterised by low and irregular demand. Flexibility then becomes the watchword.

In low density and high territorial dispersion, public transport cannot effectively and efficiently cover 100% of rural areas. Public transport is often directed to the student population, regardless of the low demand. This leads to inadequate supply for a significant portion of the population. Under these circumstances, any attempt to increase the network coverage is always associated with low demand rates, not adjusted to the typology/size of the existing equipment and making it impossible to obtain an efficient service.

The Coimbra Region Intermunicipal Community implemented the SIT FLEXI in two municipalities (Góis and Pampilhosa da Serra) as pilot projects in 2020. In 2021 we extended the SIT FLEXI solution to the remaining municipalities of the inter-municipal community (except Coimbra, the

most urban and densely populated municipality, and Miranda do Corvo in 2022). In the first months of the operation, some KPIs can be seen in Figures 2 and 3.

The SIT FLEXI is the most efficient and flexible transport solution to offer transport services in these rural and low-density areas (a large part of the CIM RC territorial area). An on-demand passenger transport solution of this nature has the flexibility to meet the needs of the population and the characteristics of the territory. SIT FLEXI has routes, stops and timetables, but with the flexibility to make adjustments to best meet users' needs. More than 130 taxi drivers are already involved in the project.

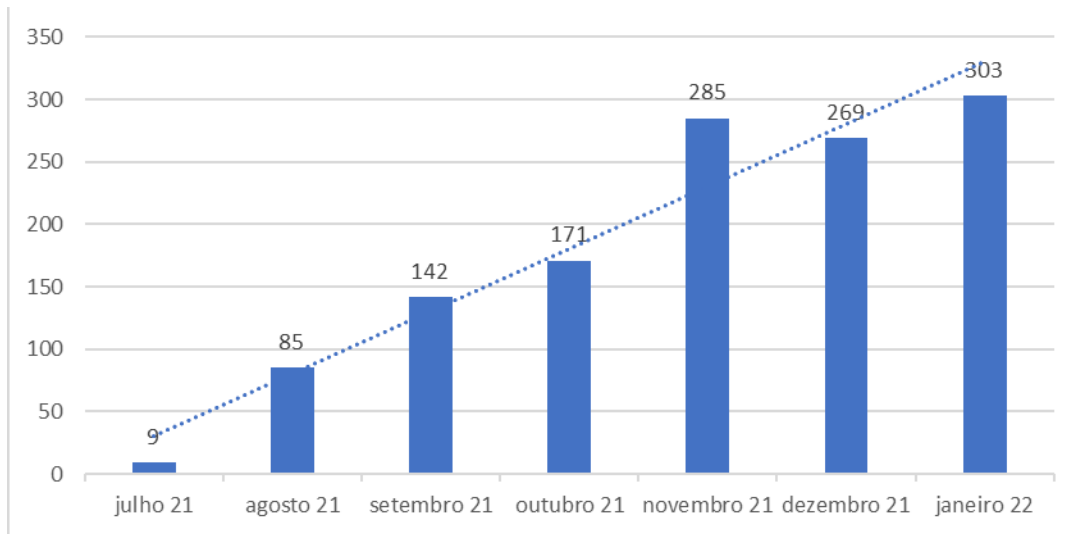


Figure 2- Total monthly services of SIT FLEXI in the Coimbra Region

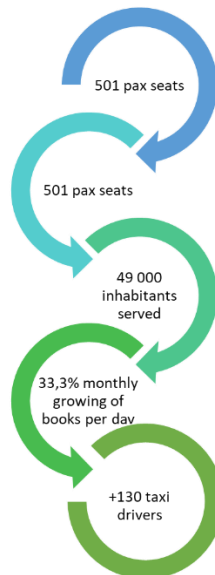


Figure 3- Metrics of SIT FLEXI

This service supports the taxi drivers' sector, involves local authorities in the planning process and continuous improvement of the service, and allows the solution to be enhanced with other mobility functionalities (intercity routes, transport for people with reduced mobility, etc.).

In the scope of the PriMaaS, namely, the visit to the partner PP9, one of the most advanced regions regarding the implementation of MaaS, allowed the CIM RC to understand the importance of data and its availability. Other important lessons learned were related to the demand management among public and private operators, the potential between the offer of public passenger transport services and the respective infrastructures; Intelligent transport systems and services; payment and transport voucher issuing systems in the regions where the development is located. A technical visit to the Tampere Region was carried out to understand the Mobility in the Region and the importance of creating a MaaS system. This was the first visit to a partner within the project. The learning and knowledge from the response given on the ground in Tampere allowed the policymakers (who attended the event) to understand the need for and importance of defining these issues in the CIM RC strategy.

In turn, the event held and organised by the CIM RC in January 2020, which took place in Coimbra, played an extremely important role in the Coimbra region. The meetings of the local stakeholder group allowed the Coimbra Region Intermunicipal Community to count on local stakeholders, members of the Government and sectoral entities with competence to act at the national level in the area of mobility and public passenger transport service. All local stakeholders participated in the respective event, namely road and rail public service operators, competent transport authorities and mobility service providers. This event allowed the perception of the importance of this topic at a national level and the perfect alignment with European policies and guidelines so that policymakers considered its framework in the Integrated Strategy for Territorial Development of Coimbra Region revisited, with the inclusion of the following objectives:

- Strengthen intramodality;
- Increasing soft modes, particularly in urban contexts.
- Adopt specific transport solutions for low-density territories.
- Adopt intelligent transport systems
- Implementation of mobility systems as a service - MaaS Mobility as a Service.

In April 2022, we shared the experience of the first phase of system implementation at the Building Capacity workshop in Scotland with the other partners. This experience was vital to consolidating the project's relevance and establishing new objectives related to the future integration of mobility packages with other services in the region.

In January 2022, CIM RC and LP organised the Building Capacity workshop on linking rural and urban Mobility moderated by Secretary Executive Jorge Brito. Once more, the Nordic experiences of Sweden and Finland with examples of flexible Mobility in low-density areas further improved CIM RC motivation, continuing this Strategy on Flexible and on Demand Transport. In addition, presentations of INNOVATIVE SMART SOLUTION FOR A BETTER MOBILITY and the AMT Liguria app also inspired and supported the action plan in regarding the technological compatibility interoperability and integrated management among regional mobility services and the provision of real time information. In this context, we understand the need for the various mobility solutions not to exist in isolation. They should be presented as a solution that converges into a more complete and comprehensive solution.

From the beginning of the execution project, it was understood that the path to a MaaS solution necessarily involves a set of previous solutions. And here, flexible transport on-demand plays an important role in implementing MaaS solutions in the territory.

Before implementing a MaaS solution in the territory, the population must access a public service offer. A MaaS solution that only covers a fringe of the population and territory does not constitute a strategic solution at the territorial level. Before the entire population can access a MaaS service, they must first access the public service. And flexible on-demand passenger transport represents the basic solution for the territory: access to the public passenger transport service.

Assuming that the entire population has access to the public passenger transport service, in this case through the SIT FLEXI, we are therefore in conditions for the development of the next steps, which involves creating the necessary mechanisms for intermodality, with the proper articulation of the public service and the consequent implementation of a MaaS service. In all its developed activities, these conditions and the PriMaaS project allowed us to understand the path that must be followed.

## ACTION 2 - ENSURE ACCESSIBILITY WITH FLEXIBLE TRANSPORT: IMPROVE ATTRACTIVENESS WITH INTEGRATED MANAGEMENT AND QUALITY INFORMATION

The Coimbra Region Intermunicipal Community is implementing a flexible passenger transport solution on demand, called SIT FLEXI, in 17 municipalities of the Coimbra region, which is perfectly aligned with the strategic objectives of the Integrated Strategy for Territorial Development of the Coimbra Region revisited, which includes the following objective: Adopt specific transport solutions for low-density territories.

Through SIT FLEXI, we intend to extend the service to the entire territory of the CIM RC. We are currently in 17 municipalities, a total of 19. In March 2022, the service will be implemented in Miranda do Corvo, and there is still implemented in the municipality of Coimbra.

Although the service is already implemented in almost the entire territory of the CIM RC, there are still several improvements to be made. Currently, the SIT FLEXI service meets the population's needs from the unserved places of each municipality to the respective county center. However, a more concrete analysis should be made in each municipality to understand the possible needs of public service beyond those currently defined. It should that Law no. 52/20185 (in its current wording), which approves the Legal Regime of Public Service of Passenger Transport, defines the minimum levels of public service of passenger transport. Thus, it becomes necessary to develop the necessary mechanisms for the CIM RC territory's total coverage in terms of Mobility, and subsequent procedures are met.

In other words, by offering accessibility to the population, it will be possible to develop the necessary processes and procedures to implement a MaaS system (in the 2027 horizon), which involves increasing soft modes, reinforcing intermodality, adopting intelligent transport systems, consequently implementing Mobility Systems as a Service. By covering all the needs of the territory through SIT FLEXI it is expected to achieve the following objectives in the second phase of the project

- 1) The integrated management of all the information on the Mobility System of Coimbra Region in a single customer information system, available in various media and integrating the different modes:

- Maintaining CIM RC's bet on flexible services (on demand) to face the particularities of a territory where sparsely populated areas are spread, with low and temporally dispersed demand for transport services;
- Creating the mechanisms (Open Data) for making data available and sharing it;
- Promoting the cross-referencing of data with other mobility services.

2) Provide dynamic information in real-time:

- On public information panels (PIP), geographically distributed throughout the territory of the CIM RC and placed in appropriate locations such as transport interchanges or urban information points;
- In a specific, interactive Portal, bringing the public closer to the Region's mobility system, consolidating the relationship with existing customers, seducing new ones and enriching the necessary information to adjust supply and demand;
- In a mobile APP, with a Travel Planner, that hat could be considered the embryo of a "mobile ticketing"; and mobility Bundles
- On open data and broad dissemination channels (Google, ...).

Therefore, in addition to the implementation of the aforementioned objectives, defined already as strategic objectives for the region and substantiated through applications for specific funding programs (see 1.4) it is important to highlight the objectives of the strategy horizon in 2027 that must be achieved.

1) Promote intramodality by creating a new entity for the management of the intermodal system, which performs the global, horizontal and complementary functions to all the operators of the Mobility System of the Coimbra region, such as:

- Ensure the technological compatibility of the ticketing systems installed in each of the operators;
- Ensure the security of all validation and sales transactions, making the process reliable and, trustworthy, suitable for a multi-operator environment;
- Ensure the technological compatibility of the global ticket sales channels (e.g., dealer network, ATM, internet sales);
- Share out the revenue from the sale of tickets between operators;
- Promote intermodality through the development of activities of mutual interest to transport authorities, always aiming to increase the attractiveness of and demand for public transport;

2) Increasing common and integrated fares, accepted by the various public transport companies operating in the Region, so that users are not penalised for transfers, which are essential to increase the competitiveness of this mode of transport.

3) Implement a common technological ticketing platform used by all transport companies to enable them to accept intermodal tickets and to guarantee the security of the carried out transactions.

## STAKEHOLDERS INVOLVED

The stakeholders involved are all the institutions that, in the first phase, contribute to increasing the flexibility and coverage of the accessibility offer and, in a second phase, increasing intelligence, attractiveness and integration of the various regional mobility options. Therefore, the primary objective of the flexible transport system is to overcome some limitations of access to conventional public transport, offering accessibility in isolated and dispersed areas. It also allows response to the specific needs of the elderly population and the mobility needs of disabled people who require a specific and proximity service. It is a complimentary service and not a competitor or substitute to the regular public transportation system. It is explored in a way adequate to the users' needs, allowing flexibility in at least one of the following dimensions: routes, timetables, stops, and vehicles typology.

Depending on the type of service, it can be performed by companies licensed for road passenger transport and companies licensed for taxi transport. However, to promote the local economy, the service is being carried out by local taxi drivers. Taxi drivers are the essential players in implementing the SIT FLEXI service as public service operators. Also, the Municipalities have a key role because these entities facilitate the relationship between the CIM RC and the taxi drivers and consider their know-how of the mobility needs of citizens, proceeding to their identification.

Also, entities such as the Portuguese State, as Transport Authority of Metro Mondego SA, and CP - Comboios de Portugal, E.P.E., Coimbra City Hall as Transport Authority of Coimbra Municipal Services, assume a role of extreme importance since the promotion of intermodality through the creation of an entity for the management of the intermodal system, with the increment of a single and common tariff, a common ticketing technological platform and a single Customer Information System requires the articulation of the various transport authorities and consequent public service operators.

## TIMETABLE, COSTS AND SOURCES OF FUNDING

The timetable for the implementation of this action plan can be found in Table 1:

Table 1- Timeline of expected actions to be carried out in the second phase of PriMaaS

Activity	2022 T2	2022 T3	2022 T4	2023 T1	2023 T2	2023 T3	2023 T4
CR Intermodal Information Platform (PiiC) **							
APIs Extensions**							
Improve/Extension and maintenance of SIT FLEXI to the entire territory of the CIM RC*							
**Public Information Displays (PIP)							
**Mobile Application (APP)							
**Open Data / Big Data Hub							
**Intermodal Ticketing Manager							

In terms of cost estimates, they are summarised in Table 2:



Table 2- Timeline and Financial Framework

Activity	2022 T2	2022 T3	2022 T4	2023 T1	2023 T2	2023 T3	2023 T4
CR Intermodal Information Platform (PiIC)**	14 000	56 000	84 000	84 000	63 000	14 000	
APIs Extensions**		7 000	14 000				
Improve/Extension and maintenance of SIT FLEXI to the entire territory of the CIM RC*	22 000	32 000	32 000	32 000	32 000	22 000	
**Public Information Displays (PIP)		40 000	36 000				
**Mobile Application (APP)		21 000	34 000	39 000	7 500	7 500	
**Open Data / Big Data Hub				7 000	21 000	14 000	
Intermodal Ticketing Manager**		3 500	10 500	7 000	3 500	7 000	

The improvement of the implementation of flexible transport will be implemented (Extension and maintenance of SIT FLEXI to the entire territory of the CIM RC - Table 1). After the official approval occurs this new policy instrument change will be reported (Programme to Support Fare Reduction in Public Transport) through the Environmental Fund).

Finally, it should be highlighted that the approval of the integrated management of all the information on the Mobility System and the upscale of SIT FLEXI demand (new projects funded by CENTRO 2020 and Portuguese Environmental Fund) will allow the consolidation of the regional strategic goals the Integrated Strategy for Territorial Development of the Coimbra Region:

- Strengthening intramodality.
- Adopt specific transportation solutions for low-density territories.
- Adopt intelligent transportation systems.
- Implementation of Mobility as a Service system

## FINAL NOTES

This Action Plan relied on the contribution of a wide range of people and entities who kindly contributed to the development of this project. The Coimbra Region Intermunicipal Community team would like to thank the local taxi drivers and the local public service operators, including Metro Mondego, SA, the Transport Authorities of the Region, and the CIM RC municipalities.

## SIGNING OF THE ACTION PLAN

I confirm that the Intermunicipal Community of Coimbra as a partner of the PriMaaS project with this Action Plan has defined priority actions to improve the planning of policies and their instruments essential to improving mobility conditions of the population of the Coimbra region.

Signature of the Legal Representative