

URBACT



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GreenPlace

GreenPlace Let's do it together!

INTEGRATED ACTION PLAN

Bucharest
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1. The GreenPlace Network

“Let’s do it together!”

GreenPlace is an URBACT network consisting of ten partners who aim at developing a set of activities for "recycling" unused urban areas, using social participation tools. The project takes into account not only the regional specificities and conditions of each of the partners but also introduces greenery as a key factor in limiting climate change in urban areas. It is running from July 2023 to December 2025.

It is led by the City of Wroclaw (Poland) and is composed of 9 project partners:

- Boulogne-sur-mer Développement Côte d'Opale - France
- Bucharest Metropolitan Area Intercommunity Development Association - Romania
- Cehegín - Spain
- Limerick - Ireland
- Löbau - Germany
- Nitra - Slovakia
- Onda - Spain
- Quarto d'Altino - Italy
- Vila Nova de Poiares - Portugal

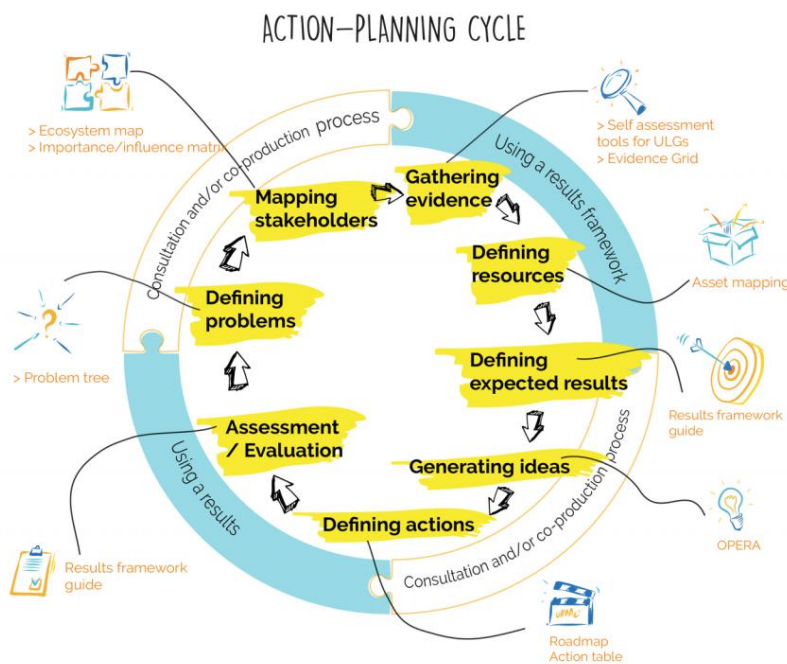
2. Why an Integrated Action Plan?

An URBACT Integrated Action Plan (IAP) is a key element of the URBACT methodology. It is a city-level output that defines actions to be implemented within the city in order to respond to a specific urban policy challenge - reflecting the lessons learned from local stakeholders, transnational partners and the testing of actions at local level.

IAPs thus provide both a focal point and end goal of the action planning journey that cities undertake within their URBACT Action Planning Network (APN). IAPs help to ensure that both local-level discussions (within the URBACT Local Group) and transnational exchange (between the network partners) have a practical focus on planning a coherent set of actions to address the local policy challenge in each participating city, embedding an integrated and participative approach.

IAPs are future oriented – setting out the actions that cities will implement beyond the life cycle of the URBACT network. For this reason, each IAP not only sets out what the city intends to do on its specific topic, but also has a strong implementation focus, for example through the identification of specific funding opportunities, governance structures and timelines for how the actions will be implemented and monitored.

The IAP links with the overall [URBACT Action Planning Cycle](#).



3. Context, needs and vision

3.1. City profile

Bucharest, the capital and largest city of Romania, is home to around 2.3 million people and serves as both the country's **economic powerhouse** and a major transport hub. Its economy is diverse and growing, particularly in IT, finance, and services, yet it faces persistent **social challenges** such as income inequality, uneven access to quality housing and public services, and social exclusion of vulnerable groups.

The city's **urban fabric** reflects its complex history, with Communist-era blocks, modern developments, and historic structures, alongside large parks but also many abandoned industrial sites. **Environmental pressures** are severe, with Bucharest ranking among Europe's most polluted cities due to traffic, construction, and limited green space, while climate change exacerbates flooding and heat stress.

3.2. The underused Victoriei tram depot

Within this city context, the Victoriei tram depot stands as both a symbol of neglect and an opportunity. The depot, which opened in 1872 and welcomed its first electric trams in 1894, is situated at the heart of the city. Once vital to public transport, it is now underused and deteriorating despite its central location and historical value. It remains largely invisible and inaccessible to the public, surrounded by residential blocks and disconnected from the main roads.

The Victoriei tram depot has a rich history, having played a crucial role in the development of Bucharest's public transport system. However, over the years, it has fallen into a state of disrepair and reduced functionality. Presently, it operates at a diminished capacity, housing 40 trams, of which only 24 are in active use. The remaining trams are either set for dismantling, used for specific maintenance tasks, or stored with no immediate plans for their utilization.



Figure 1 Central location of de depot

The depot's current condition poses several challenges. Firstly, it suffers from infrastructural degradation due to a lack of maintenance and modernization. The historical buildings within the depot, which once held architectural value, are deteriorating. Additionally, the depot's location in the centre of the city, in a primarily residential area results in operational conflicts, such as noise pollution and restricted access, which further complicates its integration into the urban fabric.

The site is also emblematic of broader urban issues in Bucharest, such as the presence of numerous abandoned industrial areas in central and valuable locations that are now of high interest to real estate developers. The lack of a clear vision and strategic planning for these sites has led to missed opportunities for urban regeneration and community enrichment.

The local challenge for the IAP revolves around the revitalization of the Victoriei tram depot, addressing issues of neglect and underutilization, and transforming it into a vibrant, multifunctional space that honours its historical legacy while meeting contemporary urban needs. This project is seen as a catalyst for broader urban regeneration efforts in Bucharest, setting a precedent for the sustainable redevelopment of other abandoned or forgotten sites in the city.

An initiative started more than 7 years ago from the City Hall to develop a project on the Victoria Depot site. After analysing many options, the best suited activities and functions for the transformation of the depot were identified as being a transportation museum, multicultural centre and training activities for the employees of the public transport company. It was then considered that, given the central location and value of the plot, a more publicly oriented activity would be more suitable.

This site was selected as the focus of the Integrated Action Plan, aiming at the revitalisation of the Victoriei tram depot, to transform the site into a multifunctional space that serves both the community and the city. The foreseen solutions need to address infrastructural decay, make the depot more visible and accessible, creating connections with the surrounding neighbourhoods and integrating it into the city's green and blue infrastructure network. It also needs to preserve the historical significance of the depot while introducing new public spaces that promote sustainability, community engagement, and cultural enrichment.

The project aimed to foster a sense of ownership and involvement among residents and stakeholders and has strong support from elected representatives and a commitment to multidisciplinary collaboration, incorporating sustainable design principles, nature-based solutions, and energy-efficient technologies. The aim is also to transform the depot into an emblematic place, that can become a best practice for future regeneration of abandoned or underused industrial or infrastructure sites in Bucharest.

3.3. Participatory methodology

The GreenPlace initiative in Bucharest represents a collaborative effort that integrates multiple departments, staff members and stakeholders to ensure the successful transformation of the Victoriei tram depot into a vibrant and sustainable community space.

The GreenPlace project in Bucharest is coordinated by the Bucharest Metropolitan Area Intercommunity Development Association (ADIZMB), established by the Municipality of Bucharest and Ilfov County to address regional urban challenges. The core team includes Gianina Pănățău (project management), Cristina Pavelescu (stakeholder engagement and coordination), and Iulian Canov (communication).

One significant struggle faced during the project was fragmented administrative responsibilities. To improve coordination, a dedicated task force comprising representatives from different administrative bodies was established. This task force aimed to ensure better coordination and streamlined decision-making processes.

URBACT Local Group (ULG)

A key part of the URBACT methodology was the creation and animation of an URBACT Local Group (ULG) of stakeholders to be actively engaged in the planning process of the revitalisation of the Victoriei tram depot.

The ULG effectively engaged a diverse range of stakeholders, fostering a collaborative and inclusive approach to the project. By involving multiple departments, stakeholders, and community members, the GreenPlace initiative in Bucharest exemplifies a collaborative and integrated approach to urban regeneration. This ensures that the transformation of the Victoriei tram depot is successful, sustainable, inclusive, and reflective of the community's needs.

Primary stakeholders included:

Public Authorities:

- Mădălina Râmnicianu, Urban Projects Bucharest City Hall
- Alexandru Nistor, Transportation Department Bucharest City Hall
- Mihai Iacovici, ADIZMB- Mobility departments
- STB – Public Transport company
- Regional Development Agency
- TPBI (Metropolitan Public Transport Association)

NGOs and Community Organizations:

- Asociația Metrou Usor
- Fundația Comunitară București
- BAZA
- NOD MAKERSPACE
- APUR

Researchers and Experts:

- Aura Răducu, Consultant
- Mihaela Negulescu, University of Bucharest, transportation expert
- Order of Architects
- Matei Smădu

Secondary stakeholders included residents, businesses, and educational institutions.

ULG Methodology

During ULG meetings, URBACT tools and methods were used to facilitate dialogue in a tested, interactive environment that made communication easier. These tools included: stakeholder analysis, SWOT analysis, Problem Tree, **Visioning Tools-** "Newspaper of Tomorrow" (exercise to help stakeholders visualize the future of the depot and develop a shared vision for the project through Visioning workshops, scenario planning, and creative brainstorming sessions).

Throughout the whole project, digital tools were used, like digital platforms for communication and collaboration, including online meetings, shared documents, online survey and project management software.

Highlights

The first ULG meeting saw active participation from a wide range of stakeholders, including public authorities, NGOs, community representatives, and technical experts. The stakeholder analysis provided a clear understanding of the interests and capacities of different stakeholders, facilitating effective collaboration.

URBACT tools used in the project helped identify critical issues and strategic priorities for the project. The analyses provided a solid foundation for developing targeted strategies and actions. The visioning exercises and public participation workshops enabled the community to actively contribute to the project's vision and design. High levels of community engagement were achieved, with valuable input from residents and local organizations.

Struggles and Solutions Identified

Conflicting stakeholder interests were also a significant hurdle. Regular meetings and workshops were facilitated to encourage open dialogue and consensus-building among stakeholders. A clear communication strategy was also developed to manage expectations and resolve conflicts.

SWOT analysis

The following is the result of a SWOT analysis which was conducted during a ULG meeting using Group discussions, brainstorming sessions, and analysis templates.

| | |
|--|--|
| <p>Strengths:</p> <ul style="list-style-type: none"> ▪ Central location with proximity to residential areas, museums, and an art school. ▪ Large surface area allowing for diverse uses. ▪ Historical buildings and public land ownership. ▪ Allocated funding of 35 million euros. | <p>Weaknesses:</p> <ul style="list-style-type: none"> ▪ Lack of public interest and experience in developing public spaces. ▪ Low visibility and accessibility of the area. ▪ Poor state of existing infrastructure. ▪ High real estate value. |
| <p>Opportunities:</p> <ul style="list-style-type: none"> ▪ Legislative support for urban regeneration. ▪ Potential to create a new public and community space. ▪ Engagement opportunities for youth and local schools. | <p>Threats:</p> <ul style="list-style-type: none"> ▪ Potential for rushed project design and implementation. ▪ Limited capacity of public authorities. ▪ Conflicting interests and legal issues. ▪ Impact of political changes on project priorities. |

3.4. Main project themes identified

Each of the following **interconnected themes** was identified as being important for addressing the immediate and long-term challenges of the Victoriei tram depot, transforming it from an underutilized historical site into a vibrant, multifunctional space. By preserving its **heritage**, improving **accessibility**, fostering **community** participation, promoting **sustainability**, and aligning with broader, the redevelopment project will ensure that the depot becomes a key urban asset for Bucharest.

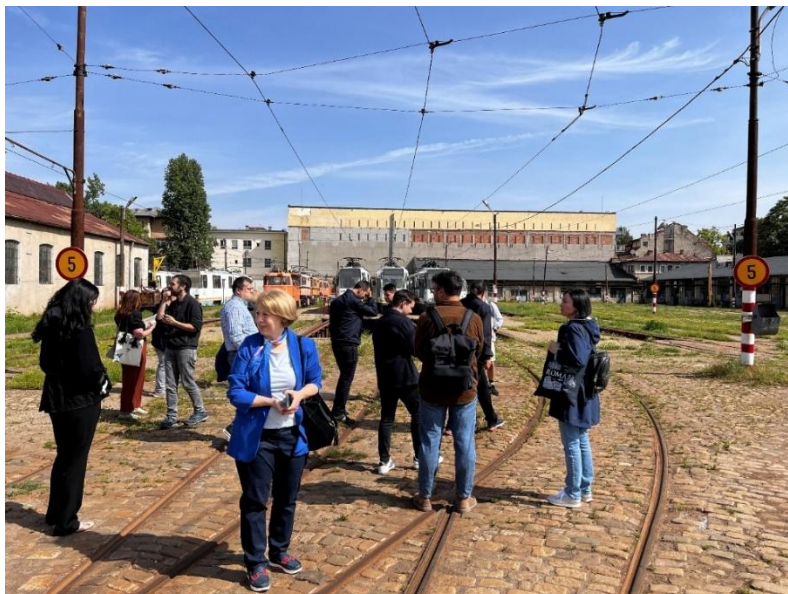
Heritage

Preservation and rehabilitation of the depot's historical buildings, making the most of other cultural assets of the place: historical trams, old signs, old equipment.



Community

Ensuring that the local community remains involved in the planning, design, and management of the space



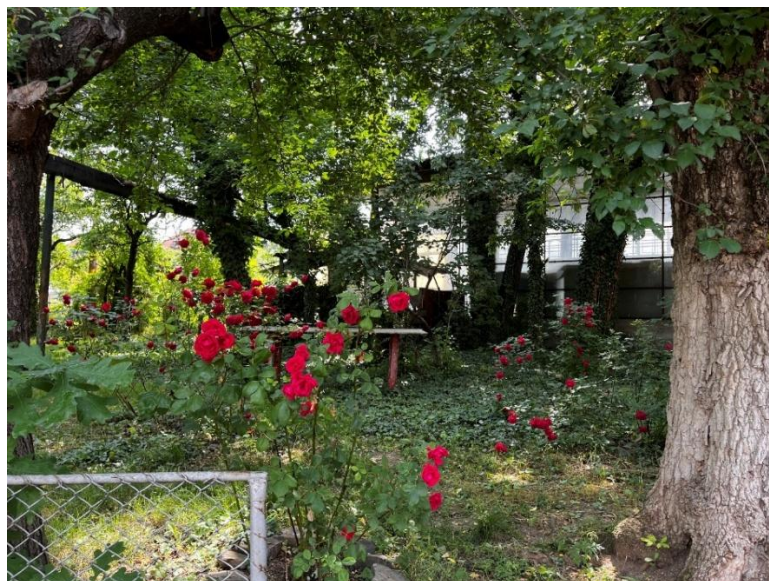
Transport/ accessibility

Redefining the depot's role in the whole tram system of Bucharest and determining whether it still needs to function as a depot and if so, how much space it needs so that we can divide the plot into 2 activities: depot and multicultural hub. Also, improving vehicular access in the larger area, ensuring that the site is well-connected to main roads and public transportation without compromising its historical or environmental elements, increasing public engagement and foot traffic.



Green Areas/ Sustainability

Creation of green infrastructure, enhancing the environmental quality of the site by integrating parks, gardens, and other nature-based solutions, providing recreational areas for residents, improving biodiversity and contributes to Bucharest's overall green infrastructure network, implementing sustainable design principles, including energy-efficient technologies and eco-friendly building materials.



Problem Tree Analysis

Using input from ULG members, a problem tree was developed to identify the: 1. Core Problem; 2. Root Causes and 3. Effects of the challenges facing the redevelopment of the depot.

Tools used: Group discussions, analysis workshops, and visual mapping techniques.

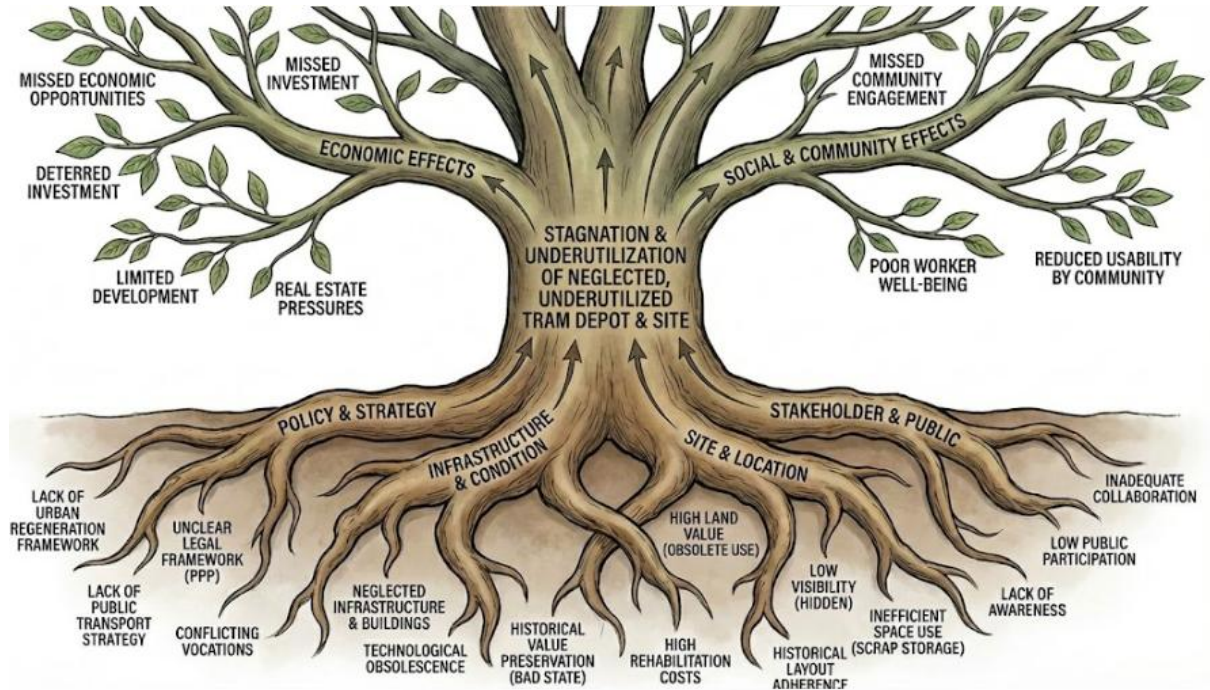


Figure 4 Problem tree, as defined in the URBACT Local Group

Highlighting the adaptive nature of the process, the root problem and its underlying causes were redefined following the development of the vision, objectives, and actions, as the intervening period allowed for a deeper understanding of the issues and the incorporation of more refined elements into both the actions and the overarching vision.

1. Core Problem: A highly valuable site in the centre of the city, currently the depot remains neglected, degraded, deteriorated and insufficiently utilised.

2. Root Causes:

- **Lack of an urban regeneration framework** for complex sites like abandoned or underused infrastructure objectives.
- **Lack of a strategy for public transport**, with a focus on trams and depots capacity
- **Unclear Legal Framework:** Ambiguities in Public-Private Partnership (PPP) regulations complicate collaborations.
- **Inadequate Collaboration:** Ineffective cooperation with stakeholders due to political and legal structures.
- **High Land Value:** The depot's central location makes the current use obsolete and inefficient.

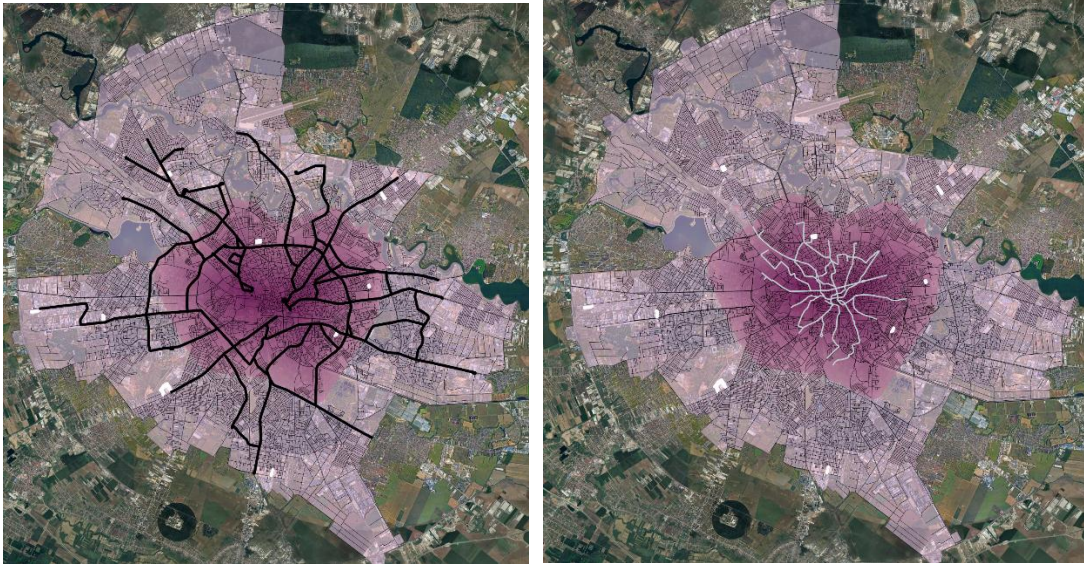


Figure 5 Current tram network (in black) and initial tram network (in grey) relative to Bucharest size now and then

- **Lack of Awareness:** Site is unknown to the public, leading to lack of interest and investment.
- **Historical Layout Adherence:** The depot's layout follows historic patterns that may not suit modern needs.
- **Historical Value Preservation:** Historical buildings, with cultural significance are in a bad state and are not put into value





Low Visibility: The depot is hidden between residential blocks, making it less accessible and visible.

- **Neglected Infrastructure:** Worn-out infrastructure and buildings deter potential users or investments.
- **Lack of investments** for modernization of automatization of process in infrastructure, processes and buildings
- **Access Limitations:** Insufficient pedestrian and vehicular access.
- **Inefficient Space Use:** The depot's space is underutilized, used inefficiently for scrap metal storage.
- **Technological Obsolescence:** The depot's outdated technology affects its efficiency and attractiveness.
- **High Rehabilitation Costs:** Significant costs associated with regenerating and rehabilitating the site.



- **Low public engagement:** a lack of public input in decision-making.
- **Conflicting Vocations:** Disagreements on the best use of the site lead to indecision and stagnation.

Effects

The economic impact of these challenges includes missed economic opportunities due to high land values and real estate pressures, as well as high rehabilitation costs that deter investment and limit development. Socially, low public participation results in missed opportunities for community engagement, while poor infrastructure affects worker well-being and the site's usability by the community.

Culturally and historically, the site faces the potential further deterioration of historical buildings without dedicated preservation efforts. Environmentally, inefficient space use and outdated technology contribute to ongoing environmental issues. Operationally, the depot's inefficiency negatively impacts the overall tram network's operations in Bucharest. in Bucharest.

3.5. Lessons from testing actions

Action Title: Participatory Urban Survey on the Future of Victoria Depot

Lead Organization: Bucharest Metropolitan Association (ADIZMB)

This testing action explored methods of public participation, co-creation, and stakeholder engagement in the transformation of Victoria Depot. Its objectives were:

- to understand public needs and preferences regarding the depot's future,
- to encourage public involvement in a context where consultation is often absent,
- to balance conflicting interests among residents, STB, authorities, and professionals,
- to validate participatory approaches as a tool for influencing the PUZ and competition terms,
- to create a replicable model for participatory regeneration projects in Romania,
- to evaluate dissemination strategies across multiple channels, and
- to stimulate professional dialogue on planning and governance gaps.

The action was implemented through a large-scale community survey, designed with input from ADIZMB, the URBACT Local Group, and the Urboteca Fellowship. Disseminated via social media, blogs, news outlets, and television, the survey generated 600 responses and sparked strong public debate. A detailed analysis was published and shared with respondents, stakeholders, and ULG members, informing the PUZ process and the framework for the future design competition. The process also triggered petitions, media coverage, and professional discussions, including tensions with the Chamber of Architects, which revealed gaps in methodologies and coordination.

The results showed that citizens are highly interested in shaping their urban environment when provided accessible tools. The action shifted perceptions of public consultation in Bucharest, where major projects are usually politically decided, and demonstrated that structured participation can reconcile competing interests and strengthen legitimacy. It also highlighted key lessons: the importance of early and continuous engagement, the inevitability but manageability of conflicts, the role of media and communication in amplifying participation, and the urgent need for clearer national guidelines on participatory regeneration.

The action directly influenced the Integrated Action Plan (IAP) by embedding structured consultation phases, conflict mediation strategies, and data-driven decision-making. It emphasized communication and transparency as essential for wider civic involvement. Overall, the survey and its dissemination validated the role of participatory approaches in shaping urban transformation, positioned Victoria Depot as a pilot for inclusive regeneration in Romania, and contributed concrete insights for future PUZs, design competitions, and policy frameworks.

Key Activities & Timeline



Figure 6 Scheme made using Gemini

Objectives Linked to Strategic Goal

General Objective 3: Enhance community access, participation, and engagement with the depot

Strategic Objective 3.1: Implement a participatory program involving at least 500 citizens annually.**Action Readiness**

Completed: as of July 2025

Funding and Resources

Amount:

- **1.000 euros** - drafting a report with scientific interpretation of the survey and drafting presentations for public presentations (including ULG meetings).
- Additionally, there was a lot of volunteer work and there was a lot of support from the media, as the depot regeneration is an important subject for the city.

- **Source:** ADIZMB URBACT budget (for digital tools, dissemination, interpretation of the survey and helping present it during ULG meetings)

Main Stakeholders Involved

- **ADIZMB** – coordination and analysis
- **ULG members** – consultation and validation
- **Local residents** – primary respondents and petitioners
- **ATU and Urboteca Fellowship** – dissemination and design support
- **Media & Social platforms** – amplification of debate

Soft / Hard Investments

- **Soft:** Co-design methodology, civic participation, education, policy input
- **Hard:** not in this phase

Cross-Cutting Themes

| Theme | Integration Approach |
|--------------------|--|
| Environment | Survey explored preferences for green infrastructure, stormwater reuse, non-motorized mobility |
| Gender | Inclusive design of survey and workshops; emphasized accessibility and safety in public space regeneration |
| Digital | Online survey, social media campaigns, blog content, digital data analysis and mapping tools used |

Monitoring & Indicators

| Output Indicator | Target | Monitoring Mechanism |
|---|--|---|
| Survey respondents | 650 | Digital platform records |
| Stakeholder categories represented | At least 5 (residents, STB, NGOs, planners, education) | Survey metadata |
| Key ideas integrated into PUZ | 5+ | Document comparison pre/post-survey and ULG validation notes- will result in the Survey interpretation report |
| Broadcasts on Prime TV channels | 1 | TV news archives |
| Online news platforms and social media articles | 20 | Media monitoring, counting verified publications on distinct online news websites based on keyword searches and manual validation |

3.6. A new co-created vision for the tram depot

All the above work to identify and confirm the challenges, themes and potential of the focus area led to the creation of a new vision statement for the tram depot site.

IAP Vision: A depot that serves the city not only as infrastructure, but as heritage, as community, and as an inspiration for the future.

The aim is that the depot becomes a sustainable and inclusive hub that bridges the past and future, enhancing the city's urban fabric and the quality of life for all.

Note: The vision underwent adjustments as the network journey continued. An initial vision had been articulated using the "Newspaper of Tomorrow," a methodological tool employed in URBACT projects to explore and communicate future-oriented scenarios. This was further refined as understanding deepened alongside the definition of actions.

The ULG members also defined a longer version of the vision statement as follows:

"The transformation through co-creation of the underutilised and partially abandoned Victoria Tram Depot into a vibrant, green, modern, and multifunctional space will **harmoniously integrate public transport infrastructure, preserve its rich architectural heritage, reconnect the site to surrounding neighbourhoods, and foster community-driven cultural and educational uses**, creating a sustainable and inclusive community hub that bridges the past and future while enhancing the city's urban fabric and quality of life for all."

This thinking helped shape the subsequent process of breaking the achievement of the vision down into a set of strategic objectives in the overall intervention logic (see following section).

3.7. Relevant existing strategies

- The Integrated Action Plan (IAP) for the revitalization of the Victoriei tram depot in Bucharest is closely aligned with a wide range of local, regional, national, and European strategies and policies, ensuring both coherence and long-term sustainability.
- It is supported by the **Sustainable Urban Mobility Plan (SUMP)** for Bucharest-Ilfov, which promotes the reuse of old depots like Victoriei to strengthen mobility and infrastructure, and by the **New European Bauhaus Regional Fund**, a potential source of financing that integrates sustainability, aesthetics, and inclusiveness into urban development.
- At the local level, the **General Urban Plan (PUG)** defines the strategic vision for the city's development, regulating land use, zoning, and heritage preservation, while also stressing the integration of green spaces and sustainable practices in regeneration.
- Complementing this, Bucharest City Hall and Sector 1 Town Hall regulations provide the **urban planning and heritage conservation framework** essential for the project's implementation.
- The **Heritage Protection Plan** further secures historical and cultural assets by setting guidelines for the restoration and adaptive reuse of heritage buildings, ensuring that the depot's redevelopment respects its historical identity.
- Finally, **local environmental policies** contribute by targeting pollution reduction, biodiversity enhancement, and the creation of green areas, reinforcing the project's role as a model of sustainable urban regeneration.

3.8. Integration challenges

To deliver a fully integrated approach to revitalising the tram depot site, a number of integration challenges need to be overcome. The following key challenges were identified:

- Bucharest's governance is divided between the General Mayor and six sector mayors, a structure that makes coordination of city-wide projects, such as the Victoriei tram depot, extremely difficult.
- Public participation, although legally required, remains weak; mechanisms are ineffective, and citizens are not accustomed to active involvement in decision-making.
- Collaboration among authorities, private actors, NGOs, and community groups is inconsistent, with partnerships often ad hoc and opportunities for synergy frequently missed.
- Urban infrastructure and public services, including tram depots, are technologically outdated, limiting efficiency and the integration of innovative solutions.
- Finally, the city lacks both practical experience and a clear framework for revitalising underused or abandoned sites, which hinders projects like the depot's transformation.

4. Intervention logic

The following ‘intervention logic’ shows how the IAP’s vision is to be delivered through the achievement of four strategic objectives, broken down into 10 specific objectives.

Vision:

A depot that serves the city not only as infrastructure, but as heritage, as community, and as an inspiration for the future.

Overall Objectives:

The overarching overall objective is to redefine the role of the Victoria Depot (O.O.1), creating a modernised transport hub intertwined with cultural, educational & social uses. This redefined role needs to be based on the two guiding principles of environmental sustainability (O.O.2) and community engagement (O.O.3) - all of which aims to provide a model for other revitalisation projects both in Bucharest and elsewhere in Europe (O.O.4). This understanding of the way the overall objectives inter-relate can be visualised as follows:

| | |
|--|--|
| O.O.1. Redefine the role of the depot site in the city | |
| O.O.2. Promote environmental sustainability in the restoration and future use of the site | O.O.3. Enhance community access, participation, and engagement with the depot |
| O.O.4. Develop a transferable framework for reimagining underused sites | |

Specific Objectives:

Each overall objective is broken down into specific objectives that aim to be specific, measurable, achievable, relevant and time-bound (SMART) where possible:

| Strategic Objective | Specific Objective |
|--|--|
| O1. Redefine the role of the depot site in the city | <p>O1.1. By 2027, position the Victoria Depot as a key element within a citywide tram depot strategy that balances operational capacity, heritage preservation, and community value.</p> <p>O1.2. By 2030, modernize and optimize at least 70% of the depot’s heritage infrastructure to accommodate both tram operations and mixed cultural/community uses.</p> <p>O1.3. By 2035, create a fully functioning museum and hosting diverse community activities within the depot, with the goal of attracting over 50,000 visitors each year, that transforms the Victoria area into a vibrant cultural hub.</p> <p>O1.4. Improve pedestrian and vehicle access.</p> |
| O2. Promote environmental sustainability in the restoration and future use of the site | <p>O2.1. Integrate green principles from the earliest planning and design phases of the depot’s restoration.</p> <p>O2.2. Reduce total emissions of the site by 20% by 2030.</p> <p>O2.3. Convert ≥20% of open areas into high-quality, publicly accessible green spaces by 2030.</p> |
| O3. Enhance community access, participation, and engagement with the depot | <p>O3.1. Implement a participatory program involving at least 500 citizens annually.</p> <p>O3.2. By 2027, create at least three community-oriented “third places.”</p> |
| O4. Develop a transferable framework for reimagining underused sites | <p>O4.1. Strengthen participatory practices as part of the framework.</p> <p>O4.2. By 2028, publish guidelines and decision-making tools for adaptive reuse.</p> <p>O4.3. Promote Victoria Depot as a European model of industrial heritage reuse by 2035.</p> |

Areas of intervention:

The specific objectives defined above work well as a means of setting out in detail what the IAP seeks to achieve. However, it does not make sense to plan actions separately under each specific objective. This is because, for example, the way that the environmental goals – such as reducing total emissions (S.O.2.2) – can be achieved is linked to the way that it modernises the depot’s heritage infrastructure (S.O.1.2), the way it improves pedestrian and vehicle access (S.O.1.3) and so on.

For this reason, it makes more sense to plan actions by category or type, identified here as nine ‘action clusters’ defined under three areas of intervention:

INTERVENTION AREA A:**Physical interventions to restore or enhance buildings and equipment within the depot site**

- Cluster A1 — Heritage preservation & infrastructure modernization
- Cluster A2 — Creation of new buildings and facilities
- Cluster A3 — Cultural and commercial adaptive reuse

INTERVENTION AREA B**Physical interventions to restore or enhance spaces and surrounding areas**

- Cluster B1 — Public space, pedestrian access & mobility
- Cluster B2 — Green infrastructure & nature-based solutions

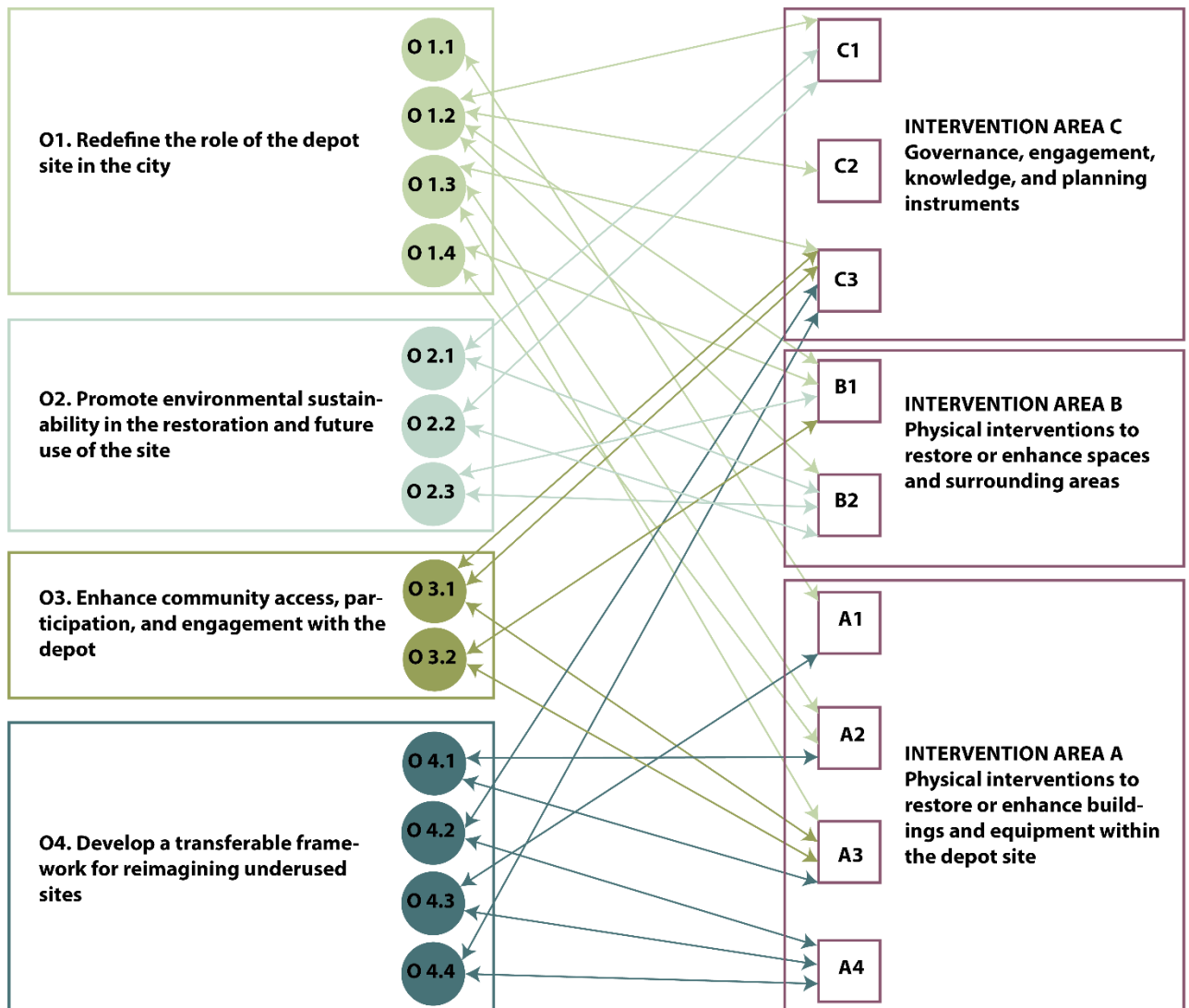
INTERVENTION AREA C**Governance, engagement, knowledge, and planning instruments**

- Cluster C1 — Strategic planning & regulatory instruments
- Cluster C2 — Governance & management for long-term operations
- Cluster C3 — Community engagement & co-design
- Cluster C4 — Knowledge, dissemination & European positioning

These areas of intervention and clusters are clearly distinct and enable the logical clustering of all actions foreseen within the IAP to achieve the identified objectives. This structure also facilitates coordinated project management, resource allocation, and monitoring of progress through targeted output and progress indicators.

Cross-linking areas of intervention with objectives:

The following diagram captures the complex inter-relationship between the intervention areas and the different objectives that they aim to contribute to achieving.



Observations

We can see that **the main overarching objective of redefining the role of the depot within the city can only be achieved by integrated action** cutting across physical interventions to restore or enhance buildings and equipment, physical interventions to restore or enhance spaces and work on governance, engagement, knowledge and planning.

Several specific objectives can also only be achieved by integrated action spanning multiple areas and clusters. For example, reducing total emissions of the site by 20% by 2030 (S.O.2.2) requires physical interventions to restore or enhance spaces and surrounding areas (Intervention Area B), but also introduction of environmental considerations into all aspects of the restoration of physical infrastructure (Intervention Area 1) and into strategic planning (Cluster C1).

Cluster A3 (adaptive re-use) is linked to the highest number of objectives. This concentration reflects the centrality of adaptive re-use in redefining the depot as both a functional infrastructure and a cultural landmark.

5. Planned actions

The planned actions of this IAP are set out in the following summary tables by clusters:

A. Governance, engagement, knowledge, and planning instruments

| Cluster A1 — Strategic planning & regulatory instruments | | | |
|--|---|--------------------------------------|------------|
| Action | Description | Responsible | Timing |
| A1.1 Adopt a citywide tram depot strategy | Prepare and adopt a citywide strategy for tram depots and tram infrastructure at the municipal level (capacity, location, target modal split scenarios, future mobility demand and capacity projections, functional requirements) that clarifies the role of Victoria Depot in the network. | PMB, STB | Short-term |
| A1.2 Prepare procurement package and supporting evidence base | Draft the tender documentation for the planning competition (containing masterplan, regulatory provisions, investment plan), incorporating: <ul style="list-style-type: none"> - feasibility study on operational needs and spatial reorganization of the Victoria Tram Depot, covering future capacity requirements (including reserve capacity), functional reorganization of the depot layout, automation and modernization scenarios, internal circulation schemes, separated access for tram, vehicular and pedestrian flows, segregation of operational and cultural functions. - feasibility studies on heritage preservation and structural integrity; public consultations, - other studies drafted to define the design brief and - inventory of requirements/policies derived from the strategy and studies. | PMB | Short-term |
| A1.3 Launch the planning/design competition | Launch the public procurement/competition process for regeneration planning services for Victoria Depot and its surroundings, in line with the approved brief, tender dossier and the strategy for tram depots. | PMB, Professional Associations (OAR) | Short-term |

| | | | |
|--|---|---------------------------------|-------------|
| A1.4 Approve the masterplan | Secure approval of the masterplan establishing the site’s new layout, functional distribution, and phasing logic and of the PUZ (Urban Zonal Plan). | PMB, selected private designers | Medium-term |
| A1.5 Prepare investment technical documentation | Produce the technical design required for procurement and implementation (design stages, technical specifications, cost elements). | PMB, selected private designers | Medium-term |
| A1.6 Secure building permits and approvals | Obtain all necessary permits and approvals for building works (including heritage, utilities, environment, and safety approvals, as applicable). | PMB, selected private designers | Medium-term |

| Cluster A2 — Governance & management for long-term operations | | | |
|--|---|---|---------------|
| Action | Description | Responsible | Timing |
| A2.1 Establish a site management consortium | Create a professional Management Authority responsible for site governance, operations, programming, partnerships, maintenance, and financial sustainability. | PMB, STB | Short-term |
| A2.2 Adopt a management and custodianship plan | Develop and formalize a management plan defining community roles, delegated responsibilities, and custodianship arrangements for long-term stewardship. | PMB, STB, Management authority of the site. | Short-term |

| Cluster A3 — Community engagement & co-design | | | |
|--|---|--|---------------|
| Action | Description | Responsible | Timing |
| A3.1 Conduct and publish a large-scale survey | Implement a survey with ≥500 participants, analyse results, and publish findings to inform governance, design choices, and use for tender documentation. | NGO, ADIZMB | Short-term |
| A3.2 Run multi-stakeholder priority workshops | Run workshops with STB, City Hall, NGOs, residents, and relevant professional bodies to define priorities and manage the balance between operational needs and cultural/community uses. | PMB | Medium-term |
| A3.3 Deliver stakeholder and public consultations | Organize structured consultations to validate decisions, ensure transparency, and integrate feedback into planning, design, and implementation. | PMB, Management authority of the site. | Medium-term |

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| A3.4 Run co-design workshops on key themes | Facilitate co-design workshops on mobility, green areas, and cultural uses, producing documented outcomes that inform design and programming. | PMB, Management authority of the site. | Medium-term |
| A3.5 Deliver regular cultural/educational programming | Host cultural and educational events and community festivals (exhibitions, guided tours, festivals) as a sustained programme that grows audiences and local ownership. | Management authority of the site. | Long-term |
| A3.6 Establish a co-creation hub and community learning spaces | Set up a co-creation hub for residents and NGOs and develop cultural/learning “third places” (e.g., makerspace, youth/cultural hub) to support year-round participation and skills-building. | Management authority of the site. | Long-term |

| Cluster A4 — Knowledge, dissemination & European positioning | | | |
|---|---|--|---------------|
| Action | Description | Responsible | Timing |
| A4.1 Document lessons learned | Collect and systematize lessons learned from Victoria Depot (process, governance, procurement, design, operations, participation) to support replication. | PMB, STB, Management authority of the site. | Medium-term |
| A4.2 Benchmark European best practices | Review comparable European adaptive reuse and depot regeneration projects to extract transferable governance and technical solutions. | PMB, ADIZMB, Management authority of the site. | Medium-term |
| A4.3 Draft and validate guidelines through workshops | Draft a manual/guideline that describe processes for complex regeneration process in underused/abandoned industrial or infrastructure sites and test/validate them through workshops with stakeholders and practitioners, refining based on feedback. | PMB, ADIZMB, Management authority of the site. | Short-term |
| A4.4 Publish final guidelines in Romanian and English | Finalize, publish, and disseminate the guidelines in RO and EN to enable institutional uptake and transfer. | PMB, ADIZMB, Management authority of the site. | Medium-term |
| A4.5 Train municipal staff, planners, and NGOs | Deliver training sessions on adaptive reuse delivery, participatory governance, and integrated planning/implementation methods. | PMB, Management authority of the site. | Medium-term |
| A4.6 Join at least two European networks | Apply for membership/participation in at least two European networks (e.g., URBACT, EUI, Interreg communities) to strengthen learning and visibility. | PMB, ADIZMB | Long-term |

| | | | |
|---|--|-------------|-----------|
| A4.7 Build partnerships with peer cities | Develop partnerships with cities that have regenerated depots (e.g., Wrocław) to enable exchanges, peer learning, and collaboration. | PMB, ADIZMB | Long-term |
| A4.8 Present the project at European conferences | Present the project and its transferable framework at European conferences to disseminate results and position Victoria Depot as a model case. | PMB, ADIZMB | Long-term |

B. Physical interventions to restore or enhance buildings and equipment within the depot site

| Cluster B1 — Heritage preservation, modernization, and expansion of the built fabric | | | |
|---|---|--|---------------|
| Action | Description | Responsible | Timing |
| B1.1 Demolish non-heritage derelict structures | Remove obsolete/unsafe buildings and elements with no heritage value, to improve safety and enable the new spatial and functional layout. | PMB, Management authority of the site. | Long-term |
| B1.2 Rehabilitate heritage buildings and deliver new buildings | Restore historic buildings and adapt them for dual operation (tram functions + cultural/community uses). | PMB, Management authority of the site. | Long-term |
| B1.3 Construct new buildings using reused materials | Deliver the Museum of Public Transport & Industrial Heritage and construct any complementary buildings required by the masterplan, while applying circular construction principles by reusing demolition and construction materials on-site or through certified reuse streams, with clear targets and traceability requirements. | PMB, Management authority of the site, Private designers and constructor | Long-term |
| B1.4 Modernize depot equipment and operations | Introduce modern equipment, automation, and digital solutions to optimize workflows, maintenance, safety, and reliability of tram operations. | PMB, Management authority of the site, Private designers and constructor | Long-term |
| Cluster B2 — Creation of new infrastructure | | | |
| Action | Description | Responsible | Timing |

| | | | |
|---|---|--|-------------|
| B2.1 Install digital energy and water monitoring | Implement smart metering and monitoring systems for energy and water consumption to support performance management, reporting, and operational optimization. | PMB, Management authority of the site, Private designers and constructor | Long-term |
| B2.2 Install on-site renewable energy systems | Deploy renewable energy systems (e.g., solar, geothermal where feasible) to reduce operational emissions and increase clean energy supply on-site. | PMB, Management authority of the site, Private designers and constructor | Long-term |
| B2.3 Reconfigure site infrastructure and utilities | Reorganize internal utilities and technical infrastructure to support new buildings, public spaces, and programme requirements, including sustainability-related infrastructure. | PMB, Management authority of the site, Private designers and constructor | Long-term |
| B2.4 Deliver tram infrastructure in line with the new spatial layout | Build and upgrade tram tracks, platforms, service lines, and associated technical infrastructure in accordance with the approved masterplan, ensuring operational efficiency and uninterrupted depot functionality. | PMB, Management authority of the site, Private designers and constructor | Medium-term |

| Cluster B3 — Cultural and commercial adaptive re-use | | | |
|--|---|--|---------------|
| Action | Description | Responsible | Timing |
| B3.1 Hold an opening event | Deliver a formal opening event to announce milestones, present the project and programme, and initiate ongoing community engagement. | Management authority of the site. | Long-term |
| B3.2 Activate historic halls for social and creative uses | Programme and operate rehabilitated halls for social, educational, and creative activities, ensuring compatibility with heritage requirements and depot operations. | PMB, Management authority of the site, Private designers and constructor | Long-term |
| B3.3 Launch adaptive reuse units and tenants | Enable and curate adaptive reuse projects (cafés, workshops, cultural venues and similar uses) to activate the site and diversify functions and revenues. | PMB, STB, Management authority of the site. | Long-term |

C. Physical interventions to restore or enhance spaces and surrounding areas

| Cluster C1 — Public space, pedestrian access & mobility | | | |
|--|---|--|-----------|
| Action | Description | Responsible | Timing |
| C1.1 Upgrade access, streets, entrances, and active mobility | Build new internal roads and pedestrian streets; create pedestrian connections to surrounding streets; redesign entrances and circulation for safe, universally accessible movement; and integrate sustainable mobility measures (bike infrastructure, pedestrian priority). | PMB, Management authority of the site, Private designers and constructor | Long-term |
| C1.2 Deliver sustainable mobility measures on-site | Implement site-level sustainable mobility interventions (bike paths/parking, pedestrian priority design, traffic calming where relevant) to reduce car dependency and improve user safety. | PMB, Management authority of the site, Private designers and constructor | Long-term |
| C1.3 Integrate the depot into the public transport network | Ensure functional integration into the wider public transport system, including operational interfaces and network connectivity (tram and bus links as applicable). | PMB, STB | Long-term |
| Cluster C2 — Green infrastructure & nature-based solutions | | | |
| Action | Description | Responsible | Timing |
| C2.1 Create high-quality green spaces with integrated biodiversity measures | Convert open areas into publicly accessible parks, gardens, and micro-forests, and implement biodiversity-led landscaping using native and climate-adapted species, targeted biodiversity zones (including pollinator corridors and habitat patches), and green roofs where feasible, supported by long-term maintenance to enhance ecological value, shading, comfort, and ecosystem services over time. | PMB, STB | Long-term |
| C2.2 Implement rainwater harvesting and nature-based drainage | Introduce rainwater capture, storage, and reuse; and implement nature-based stormwater management (bioswales, infiltration areas, permeable surfaces) to reduce flood risk and potable water demand. | PMB, Management authority of the site, Private designers and constructor | Long-term |

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| C2.3 Implement a waste reduction plan for depot operations | Define and implement measures to reduce operational waste, improve sorting, and optimize materials management across tram maintenance and site activities. | PMB, Management authority of the site, Private designers and constructor | Long-term |
|---|--|--|-----------|

6. Integrated nature of the Action Plan

The following brief assessment is made of the key ways in which the IAP represents an integrated response to the challenge of revitalising the tram depot.

| Aspect of integration | What is covered? |
|---|--|
| Sustainable Urban Development | The project balances environmental, economic and social concerns by introducing green spaces, preserving historical structures, and creating a community hub. |
| Stakeholder involvement in planning | Stakeholders such as public authorities, NGOs, and academic partners actively participate in the Urban Local Group (ULG). |
| Coherence with existing strategies | Alignment with local, regional, national, and European strategies, such as Bucharest's General Urban Plan and the European Green Deal. |
| Spatial integration | Focus on connecting the depot to the surrounding neighbourhoods and integrating it into the city's broader transport and cultural network. |
| Balancing Hard & Soft hard investments | Combines infrastructural improvements (e.g. historical building rehabilitation) with social initiatives (e.g. community engagement activities). |
| Cross-cutting topic: Climate | The plan incorporates nature-based solutions, including green roofs, expanded green spaces and sustainable building practices to reduce urban heat and improve urban biodiversity and environmental quality. |
| Cross-cutting topic: Gender | Integrates gender considerations by creating an inclusive space with safe and equitable public access, gender-sensitive facilities, and balanced participation in its planning and implementation. |
| Cross-cutting topic: Digital | It aims to enhance digital integration by leveraging technology to improve public engagement, streamline operations, and deliver an enriched user experience. Additionally, t |

7. Detailed Action Planning

The following section provides an in-depth description of a selected set of actions from the Integrated Action Plan. While the Plan includes a broad range of interventions—spanning physical regeneration, infrastructure upgrades, environmental measures, and community activation, a limited number of actions are described in extended detail. This prioritization is intentional.

The actions elaborated in this section constitute the **structural and institutional backbone** of the project. They establish strategic, procedural, and governance conditions that enable all subsequent technical, spatial, and programmatic interventions to be implemented in a coherent, legally robust, and sustainable manner. Without these actions, later investments would risk fragmentation, delays, or misalignment between strategic objectives, design outcomes, and long-term operation.

These actions address critical moments in the project lifecycle, including:

- the definition of the strategic role of the Victoria Tram Depot within the citywide public transport system.
- the translation of strategic objectives into a clear and enforceable planning competition brief.
- the establishment of a dedicated management structure capable of overseeing implementation and long-term operation.
- the formalization of custodianship and governance arrangements ensuring continuity beyond individual projects or funding cycles.


In the context of Bucharest—and more broadly in Romania—such processes are **not yet standard practice**, particularly for complex regeneration projects that combine operational infrastructure, heritage assets, and public or cultural functions.

For this reason, the actions related to strategy, procurement preparation, governance, and management are described in greater detail than others. This level of detail is intended to:

- clarify roles, responsibilities, and sequencing.
- reduce implementation risks and institutional uncertainty.
- support knowledge transfer and capacity building within the local administration.
- create a replicable methodological reference for future projects involving underused infrastructure and heritage sites.

By explicitly detailing these actions, the Integrated Action Plan aims not only to guide the regeneration of the Victoria Tram Depot, but also to contribute to the **strengthening of institutional capacity** for complex urban projects in Bucharest and beyond.

A1.1 Adopt a citywide tram depot strategy

| | | |
|--|-----------------------------|--|
|  <p>Prepare and adopt a citywide strategy for tram depots and tram infrastructure at the municipal level (capacity, location, target modal split scenarios, future mobility demand and capacity projections, functional requirements) that clarifies the role of Victoria Depot in the network.</p> | Area of intervention | A. Governance, engagement, knowledge, and planning instruments |
| | Cluster | A1 — Strategic planning & regulatory instruments |
| | Strategic objective | O1. Redefine the role of the depot site in the city |
| | Specific objective | O1.1. By 2027, position the Victoria Depot as a key element within both the tram system and the wider urban regeneration vision, by establishing a clear strategic framework for Bucharest’s tram depots that balances operational capacity, heritage preservation, and community value. |
| | Finances | EUR 150,000 – 250,000 (indicative range) |
| | Funding sources | <ul style="list-style-type: none"> • Municipal budget (Bucharest City Hall); • Regional or national funds. • European funding instruments supporting sustainable urban mobility and strategic development |

Purpose / Why this is important

Bucharest currently lacks a coherent, citywide strategic framework addressing the role, capacity, location, and functional requirements of tram depots within the public transport system. Existing depots are largely outdated, overcrowded, spatially inefficient, and technically incompatible with the new generation of rolling stock, while future fleet acquisitions and network extensions depend directly on the availability of adequate depot infrastructure.

Adopting a citywide tram depot strategy is essential to:

- ensure the long-term operational viability of the tram network.
- align depot capacity and location with future mobility demand and modal split targets.
- coordinate investments in rolling stock, infrastructure, and depots.
- provide a clear policy and technical framework for decisions regarding the modernization, downsizing, relocation, or partial transformation of existing depots, including Victoria Tram Depot.

This strategy is a **precondition for accessing future national and European funding** for public transport investments and for resolving the current uncertainty regarding the future role of Victoria Depot.

General description

The action consists of preparing and formally adopting a **citywide strategic document** that addresses tram depots as critical public transport infrastructure. The strategy will assess current conditions, identify future needs, and define a coherent spatial and functional framework for all tram depots in Bucharest.

The strategy will:

- analyze existing tram depots in terms of capacity, technical condition, accessibility, land use efficiency, and compatibility with modern rolling stock.
- assess future tram network development scenarios, fleet size evolution, and operational requirements based on mobility demand projections.
- define clear functional typologies for depots (full-service depots, stabling-only depots, mixed-use depots, depots with complementary public or cultural functions).
- establish the **specific role of Victoria Tram Depot** within the network, including capacity requirements, functional scope, and its relationship with potential cultural and community uses.

The strategy will serve as a **binding reference document** for subsequent feasibility studies, planning competitions, urban planning documentation (PUZ), and investment decisions.

Monitoring mechanisms

- Formal adoption of the strategy by municipal decision-making bodies.
- Integration of the strategy's conclusions into subsequent actions (feasibility studies, planning competition brief, PUZ).
- Periodic review aligned with updates of mobility strategies and fleet investment plans.

Expected outcomes

- Clear, evidence-based definition of the role of Victoria Tram Depot within the tram network.
- Improved coordination between rolling stock acquisition, infrastructure investments, and depot capacity.
- Reduced strategic and financial risks for future public transport investments.
- Replicable strategic framework applicable to other depots and underused infrastructure sites in Bucharest.

Implementation steps/ deliverables

| Description | Timeline | Key partners |
|---|------------|---|
| <p>1. <u>Baseline assessment of the tram depot system</u></p> <p>Comprehensive assessment of all existing tram depots, including physical condition, operational capacity, technical equipment, spatial layout, accessibility, land use efficiency, and constraints related to heritage, environment, and surrounding urban context.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> • Baseline assessment report. • GIS-based inventory of tram depots and key parameters. | 3–4 months | <p>Bucharest City Hall – Transport Department (lead).</p> <p>STB (Public Transport Operator) – data provision and operational input.</p> <p>External transport and infrastructure experts (technical analysis).</p> |
| <p>2. <u>Future mobility demand and capacity projections</u></p> <p>Analysis of future public transport demand, tram network development scenarios, fleet size evolution, and modal split targets, in alignment with existing mobility strategies (e.g. SUMP/PMUD). This step establishes required depot capacity, including operational and reserve capacity.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> • Demand and capacity projection scenarios. • Functional requirements for tram depots | 2–3 months | <p>Bucharest City Hall – Transport Department.</p> <p>TPBI / metropolitan mobility authorities.</p> <p>STB (Public Transport Operator)</p> <p>Mobility planning consultants.</p> |
| <p>3. <u>Definition of depot typologies and spatial scenarios</u></p> <p>Development of alternative strategic scenarios for the tram depot network, including:</p> <ul style="list-style-type: none"> • consolidation or redistribution of depot functions. • potential relocation or downsizing of specific depots. • identification of depots suitable for mixed-use or partial adaptive reuse. <p>Special focus will be placed on defining alternative scenarios for Victoria Tram Depot, ranging from full operational modernization to partial functional transformation.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> • Strategic scenarios report. • Comparative assessment of options. | 2–3 months | <p>Bucharest City Hall</p> <p>STB (Public Transport Operator) – data provision and operational input.</p> <p>Urban planning and transport experts.</p> |
| <p>4. <u>Stakeholder consultation and validation</u></p> <p>Structured consultations with key institutional stakeholders and technical bodies to validate assumptions, scenarios, and</p> | 1–2 month | <p>Bucharest City Hall departments.</p> <p>STB.</p> |

| | | |
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| <p>proposed strategic directions. This step ensures institutional alignment and reduces implementation risks.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> • Consultation summaries. • Revised strategy draft. | | <p>TPBI.</p> <p>Regional Development Agency.</p> <p>Professional and academic experts.</p> |
| <p>5. <u>Adoption of the citywide tram depot strategy</u></p> <p>Finalization and formal adoption of the strategy through the competent municipal decision-making procedures. The adopted document becomes a reference framework for future planning, procurement, and investment actions.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> • Officially adopted citywide tram depot strategy. | <p>1 month</p> | <p>Bucharest City Hall (political and technical leadership);</p> <p>Relevant municipal committees.</p> |

A1.2 Prepare procurement package and supporting evidence base

Draft the tender documentation for the planning competition (containing masterplan, regulatory provisions, investment plan), incorporating:

- feasibility study on operational needs and spatial reorganization of the Victoria Tram Depot, covering future capacity requirements (including reserve capacity), functional reorganization of the depot layout, automation and modernization scenarios, internal circulation schemes, separated access for tram, vehicular and pedestrian flows, segregation of operational and cultural functions.
- feasibility studies on heritage preservation and structural integrity; public consultations,
- other studies drafted to define the design brief.
- inventory of requirements/policies derived from the strategy and studies.

| | | |
|--|-----------------------------|--|
| | Area of intervention | A. Governance, engagement, knowledge, and planning instruments |
| | Cluster | A1 — Strategic planning & regulatory instruments |
| | Strategic objective | O1. Redefine the role of the depot site in the city |
| | Specific objective | O1.1. By 2027, position the Victoria Depot as a key element within both the tram system and the wider urban regeneration vision, by establishing a clear strategic framework for Bucharest’s tram depots that balances operational capacity, heritage preservation, and community value. |
| | Finances | EUR 200,000 – 350,000 |
| | Funding sources | <ul style="list-style-type: none"> • Municipal budget (Bucharest City Hall). • Regional or national funds. • European funding instruments supporting sustainable urban mobility and strategic |

Purpose / Why this is important

The regeneration of the Victoria Tram Depot involves complex and potentially conflicting requirements related to tram operations, heritage preservation, urban integration, and new cultural and public uses. Without a solid and coherent procurement package, there is a high risk of fragmented design approaches, misinterpretation of constraints, and proposals that are difficult to implement or approve.

This action is essential to:

- translating the citywide tram depot strategy into clear, enforceable design and planning requirements.

- ensure that the design teams work from a shared and well-documented evidence base.
- reduce technical, legal, and financial risks during later planning and implementation stages.
- guarantee transparency, comparability, and quality in the planning competition process.
- provide a sound basis for subsequent urban planning documentation (PUZ), permitting, and investment decisions.

The procurement package acts as the critical interface between strategy and design, ensuring continuity between policy objectives and spatial outcomes.

General description

This action consists of preparing the full procurement and competition documentation for the planning competition covering the Victoria Tram Depot and its surrounding area. The documentation will define the scope, objectives, constraints, and expected outputs of the competition, including the preparation of a masterplan, regulatory provisions, and an investment framework.

The procurement package will be underpinned by a structured and comprehensive supporting evidence base, integrating technical, operational, heritage, and social analyses. These studies will not prescribe a single design solution, but will establish clear parameters, performance criteria, and non-negotiable requirements within which design teams can propose innovative and feasible solutions.

Monitoring mechanisms

- Completion and validation of all supporting studies.
- Internal technical review of the competition brief.
- Formal approval of the tender documentation prior to launch of the competition.

Expected outcomes

- A transparent, robust, and competition-ready procurement package.
- Clear and shared understanding of constraints and objectives among all competitors.
- Higher quality, more feasible design proposals.
- Reduced implementation risks and smoother transition to masterplan approval and permitting phases.

Implementation steps/ deliverables

| Description | Timeline | Key partners |
|--|------------|--|
| <p><u>1. Feasibility study on operational needs and spatial reorganization</u></p> <p>Preparation of a feasibility study assessing the current and future operational requirements of the Victoria Tram Depot, based on the adopted citywide tram depot strategy. The study will define spatial and functional parameters to support efficient tram operations while enabling future integration of non-operational uses.</p> | 4–6 months | <p>Bucharest City Hall – Transport Department (lead).</p> <p>STB (Public Transport Operator) – data provision and operational input.</p> |

| | | |
|---|-------------------|---|
| <p><u>The study will address:</u></p> <ul style="list-style-type: none"> • required and reserve operational capacity. • functional reorganization of depot layouts (tracks, platforms, service and technical areas). • automation and modernization scenarios enabling more compact and efficient use of space. • internal circulation schemes for trams, staff, logistics, and emergency access. • clearly separated access systems for tram operations, vehicular servicing, and pedestrians. • principles for the segregation of operational tram functions from cultural and public uses. <p>Deliverables:</p> <ul style="list-style-type: none"> • Operational and spatial feasibility study. • Diagrams and functional schemes to be included in the competition brief. | | <p>External transport and infrastructure experts (technical analysis).</p> |
| <p><u>2.Feasibility studies on heritage preservation and structural integrity</u></p> <p>Preparation of dedicated studies assessing the heritage value, conservation requirements, and structural condition of existing buildings and infrastructure. These studies will define acceptable intervention limits, conservation principles, and technical constraints to be respected in all design proposals.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> • Heritage preservation feasibility study. • Structural integrity assessment report. | <p>3-4 months</p> | <p>Heritage authorities and conservation experts.</p> <p>Structural engineers.</p> <p>Bucharest City Hall.</p> |
| <p><u>3.Public consultations and stakeholder engagement</u></p> <p>Organisation of structured consultations with institutional stakeholders, professional bodies, NGOs, and local communities to inform the design brief and ensure alignment between operational, cultural, and urban objectives.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> • Consultation reports. • Summary of key inputs integrated into the design brief | <p>2-3 months</p> | <p>Bucharest City Hall.</p> <p>STB.</p> <p>NGOs, cultural operators, professional associations.</p> <p>Residents and users.</p> |
| <p><u>4.Additional supporting studies and policy review</u></p> <p>Preparation of any additional studies required to clarify design expectations and constraints, such as access and mobility studies, environmental considerations, phasing under continued operation, or preliminary cost assessments.</p> | <p>2 months</p> | <p>Bucharest City Hall.</p> <p>External experts as required.</p> |

| | | |
|--|----------|---|
| <p>In parallel, an inventory of applicable requirements and policies will be compiled, deriving from the citywide tram depot strategy, statutory planning documents, heritage regulations, and relevant sectoral policies.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> • Supporting technical notes. • Consolidated policy and requirements inventory. | | |
| <p><u>5. Drafting and finalisation of the competition tender documentation</u></p> <p>Integration of all studies, consultations, and policy requirements into a coherent and legally compliant competition tender package, including:</p> <ul style="list-style-type: none"> • the competition brief. • requirements for the masterplan, regulatory provisions, and investment plan. • evaluation criteria and submission requirements. <p>Deliverables:</p> <ul style="list-style-type: none"> • Final tender documentation for the planning competition. | 2 months | Bucharest City Hall. External experts as required. |

A2.1 Establish a site management consortium

| | | |
|--|-----------------------------|--|
| <p>Create a professional Management Authority responsible for site governance, operations, programming, partnerships, maintenance, and financial sustainability.</p> | Area of intervention | A. Governance, engagement, knowledge, and planning instruments |
| | Cluster | A1 — Strategic planning & regulatory instruments |
| | Strategic objective | O1. Redefine the role of the depot site in the city |
| | Specific objective | O1.3. By 2035, create a fully functioning museum and hosting diverse community activities within the depot, with the goal of attracting over 50,000 visitors each year, that transforms the Victoria area into a vibrant cultural hub. |
| | Finances | EUR 100,000 – 200,000 |
| | Funding sources | Municipal budget allocations. Revenues generated on-site (events, leases, services). National and European cultural and urban development funds. Partnerships and sponsorships. Project-based funding (e.g. cultural, educational, social programs). |

Purpose / Why this is important

The regeneration of the Victoria Tram Depot is not only a spatial and technical transformation, but also an institutional and organizational challenge. International experience demonstrates that without a clearly mandated and professionally structured Management Authority, complex regeneration projects, especially those combining operational infrastructure with cultural and public functions—risk fragmentation, underuse, and long-term financial instability.

The study visits to Wroclaw highlighted that the **existence of a dedicated Management Authority** was a decisive success factor in the transformation of former tram depots into active cultural and community hubs. In the cases visited, management responsibilities were assumed either by **specialized NGOs** or by **municipal cultural institutions**, which acted as custodians of the sites, coordinated stakeholders, curated programs, and ensured continuity between regeneration, activation, and long-term operation.

Establishing a site management consortium for Victoria Tram Depot is therefore essential too:

- ensure continuity between planning, implementation, and operation.
- balance tram-related operational requirements with cultural and public uses.
- provide a stable governance framework beyond political or funding cycles.

- enable long-term stewardship, financial sustainability, and community engagement.

General description

This action involves the creation of a **professional Management Authority (or management consortium)** tasked with the overall governance and day-to-day management of the Victoria Tram Depot site following its regeneration. The Management Authority will function as the primary custodian of the site, coordinating institutional actors, operators, cultural partners, and the local community.

Drawing on the Wroclaw models:

- the **Zajezdnia History Centre** operates under a clearly defined institutional framework linked to the municipality, ensuring stable funding, professional staffing, and strategic cultural programming.
- the **Dąbie / Czasoprzestrzeń depot** is managed by an NGO through a long-term agreement, combining flexibility, strong community engagement, and the capacity to host a wide range of cultural, educational, and social activities.

For Victoria Tram Depot, the Management Authority may take the form of:

- a dedicated municipal entity.
- a municipal–NGO consortium.
- or another hybrid governance structure, defined through legal and institutional analysis.

The Authority will operate under a formal mandate agreed with the Municipality and relevant operators, ensuring clear roles, responsibilities, and accountability.

Monitoring mechanisms

- Formal establishment of the Management Authority within the planned timeline.
- Adoption of governance and operational documents.
- Annual activity and financial reports prepared by the Management Authority.
- Periodic review by the Municipality and key stakeholders.


Expected outcomes

- A stable and professional governance structure for Victoria Tram Depot.
- Improved coordination between operational, cultural, and community uses.
- Increased resilience and financial sustainability of the regenerated site.
- Transfer of best practices observed in Wroclaw to the Bucharest context.
- Creation of a replicable governance model for other underused infrastructure sites.

Implementation steps/ deliverables

| Description | Timeline | Key partners |
|---|--------------------------------------|--|
| <p><u>1. Definition of governance and management model</u></p> <p>Analysis and selection of the most appropriate governance model for Victoria Tram Depot, informed by the Wroclaw case studies (NGO-led management, municipal cultural authority, or hybrid models) and other good practices in similar projects at the European level.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> • Governance model options report. • Recommended management structure. | 2–3 months | <p>Bucharest City Hall (lead).</p> <p>STB (transport operator).</p> <p>ADIZMB.</p> <p>Legal and governance experts.</p> |
| <p><u>2. Legal and institutional establishment of the Management Authority</u></p> <p>Formal establishment of the Management Authority, including legal registration, definition of mandate, governance structure, decision-making mechanisms, and relationship with the Municipality and other stakeholders.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> • Legally established Management Authority. • Founding statutes and mandate documents. | 2 months | <p>Bucharest City Hall (legal and administrative departments);</p> <p>Selected management partners (NGOs, cultural institutions);</p> <p>Legal advisors.</p> |
| <p><u>3. Definition of roles, responsibilities, and operational scope</u></p> <p>Clear allocation of responsibilities for site governance, operations, maintenance, cultural programming, partnerships, and financial management. This step ensures functional clarity and avoids overlaps or conflicts between operational tram functions and cultural uses.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> • Organisational structure and responsibility matrix. • Operational framework document. | 1–2 months | <p>Management Authority.</p> <p>Bucharest City Hall.</p> <p>STB.</p> <p>Cultural and community partners.</p> |
| <p><u>4. Development of partnerships and programming framework</u></p> <p>Establishment of partnerships with cultural institutions, NGOs, educational actors, and community organisations.</p> <p>Development of a preliminary cultural and community programming framework, of phased activation and gradual diversification of uses.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> • Partnership agreements. • Initial programming strategy. | Ongoing (starting within first year) | <p>Management Authority (lead).</p> <p>Cultural operators.</p> <p>NGOs and community groups.</p> |

A2.2 Adopt a management and custodianship plan

| | | |
|---|-----------------------------|---|
|  <p>Develop and formalize a management plan defining community roles, delegated responsibilities, and custodianship arrangements for the long-term stewardship of the Victoria Tram Depot.</p> | Area of intervention | A. Governance, engagement, knowledge, and planning instruments |
| | Cluster | A1 — Strategic planning & regulatory instruments |
| | Strategic objective | O1. Redefine the role of the depot site in the city |
| | Specific objective | O1.3. By 2035, create a fully functioning museum and hosting diverse community activities within the depot, with the goal of attracting over 50,000 visitors each year, that transforms the Victoria area into a vibrant cultural hub. |
| | Finances | EUR 50,000 – 100,000 (preparation, consultation, legal structuring, validation) |
| | Funding sources | Municipal budget. European technical assistance or capacity-building funding (e.g. URBACT, EUI). Contributions from partner institutions involved in site management. Project-based funding supporting governance and participation. |

Purpose / Why this is important

The long-term success of the Victoria Tram Depot regeneration depends not only on physical transformation and institutional management capacity, but also on the existence of **clear, transparent, and durable rules** governing how the site is used, shared, maintained, and stewarded over time. Without a formalized management and custodianship framework, regenerated sites risk gradual functional drift, conflicts between users, unclear responsibilities, and loss of public trust.

The experience observed in Wrocław demonstrates that regeneration projects which combine cultural, community, and public functions are most resilient when **custodianship is clearly defined**, community involvement is structured, and decision-making responsibilities are delegated through explicit procedures rather than informal arrangements. In both cases studied, long-term management was anchored in written agreements, internal regulations, and programming rules that ensured continuity beyond project-based funding or political cycles.

Adopting a management and custodianship plan is therefore essential to:

- Translate the mandate of the Management Authority into operational rules and procedures.
- Formalize the role of communities, NGOs, and partners in site governance and programming.

- ensure predictability, accountability, and transparency in site management.
- safeguard public interest and heritage value over the long term.

General description

This action consists of drafting, validating, and formally adopting a **Management and Custodianship Plan** for the Victoria Tram Depot. The plan will act as the core governance document regulating how the site is managed, programmed, accessed, and maintained after regeneration.

The plan will define:

- the internal governance structure of the Management Authority.
- mechanisms for community participation and delegated use of spaces.
- procedures for cultural programming, partnerships, and temporary uses.
- responsibilities for maintenance, safety, and conflict resolution.
- monitoring, reporting, and review mechanisms.

The plan will combine **institutional stability** (clear mandates, contractual arrangements) with **operational flexibility** (phased activation, temporary uses, adaptable programming), allowing the site to evolve while remaining aligned with its strategic objectives.

Monitoring mechanisms

- Adoption of the Management and Custodianship Plan within the planned timeframe.
- Annual reporting by the Management Authority on implementation.
- Periodic review and update of the plan (e.g. every 3–5 years).
- Monitoring community participation and use of delegated spaces.

Expected outcomes

- Clear and transparent governance framework for long-term site stewardship.
- Reduced conflicts between operational, cultural, and community uses.
- Increased community ownership and trust.
- Institutional continuity beyond project and funding cycles.
- A transferable custodianship model applicable to other regenerated infrastructure sites.

Implementation steps/ deliverables

| Description | Timeline | Key partners |
|--|------------|--|
| <p><u>1. Definition of custodianship principles and scope</u></p> <p>Identification of the core principles governing custodianship of the site, including public access, heritage protection, operational compatibility with tram functions, inclusiveness, and long-term sustainability.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> • Custodianship principles document. • Scope and objectives of the Management and Custodianship Plan. | 1–2 months | Management Authority (lead). Bucharest City Hall. STB. Heritage and cultural experts. |
| <p><u>2. Mapping roles and delegated responsibilities</u></p> <p>Detailed definition of roles and responsibilities for all actors involved in the use and management of the site, including the Management Authority, municipal departments, transport operator, NGOs, cultural operators, and community groups. This step establishes clear procedures for delegation, access, and accountability.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> • Roles and responsibilities matrix. • Delegation and access procedures. | 2 months | Management Authority. Municipal departments. Community and NGO representatives. |
| <p><u>3. Development of operational and programming rules</u></p> <p>Drafting of operational rules covering site access, scheduling, use of spaces, safety, maintenance, and coexistence of operational and cultural functions. In parallel, development of a framework for cultural and community programming, with phased activation and mixed permanent–temporary uses.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> • Operational regulations. • Programming framework and annual planning cycle. | 2–3 months | Management Authority. Cultural and community partners. Safety and operations experts. |
| <p><u>4. Consultation, validation, and formal adoption</u></p> <p>Consultation of key stakeholders and the wider public on the draft Management and Custodianship Plan, followed by revision, validation, and formal adoption through the competent institutional procedures.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> • Final Management and Custodianship Plan. • Formal adoption decision. | 2 months | Management Authority. Bucharest City Hall. Stakeholders and community representatives. |

8. Implementation framework

8.1. Governance

The City Hall (as owner), together with the Transport Public Authority (as administrator) will continue to coordinate future actions related to the Victoria Depot.

Additionally, because some actions have already been implemented and started during the Green Place project and with strong involvement from the ULG, it will continue to exist as a mechanism to guide future initiatives. Bucharest will further use the experience and expertise of the Local Group (ULG) that has guided the IAP preparation since 2023 and will continue to give support in the process.

The ULG already brings together the actors that do the work—city departments, public-transport companies, universities, NGOs, professional organizations.

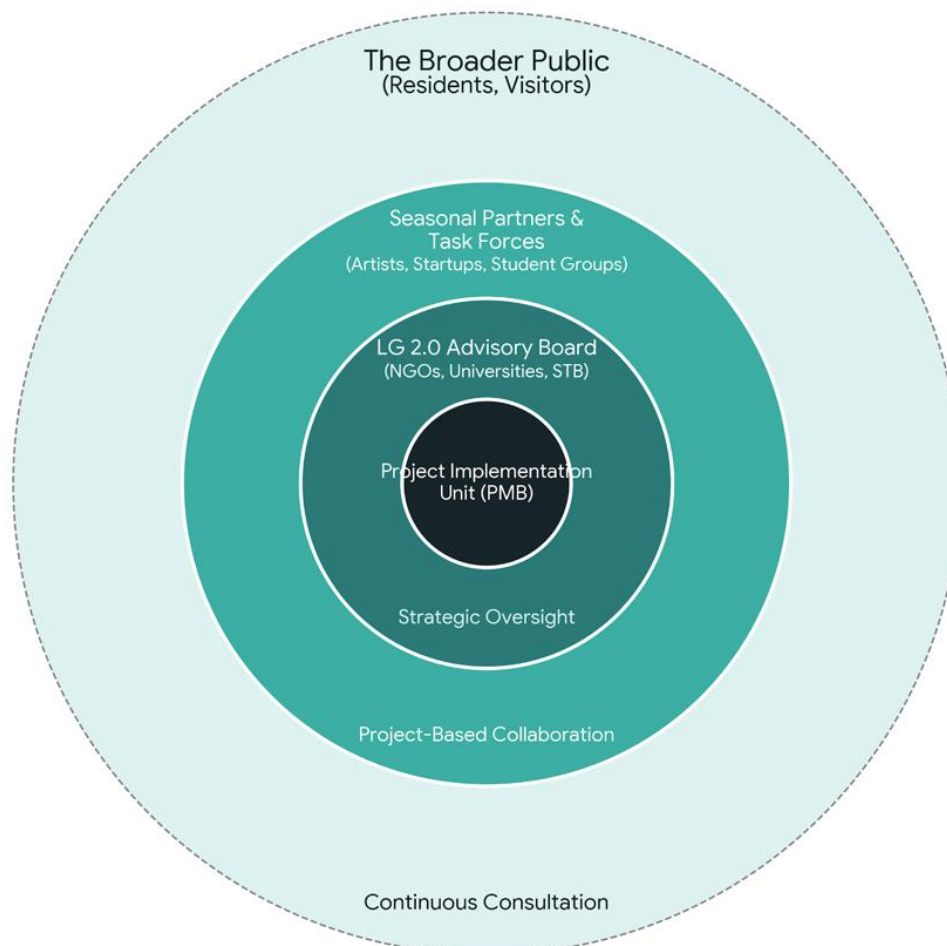


Figure 7 The engagement orbit, scheme made by Gemini

Why this model works

1. **Familiarity** – members know one another, dataflows and decision circuits are already in place.
2. **Low transaction cost** – no extra statutes, budgets or staff contracts to negotiate.
3. **Accountability** – being part of a consulting group helps the people stay motivated.

In short, governance will be strongly supported by “**LG 2.0**”: the same collaborative engine, now running on an execution track instead of a planning one, meeting just often enough to keep the timetable honest and the learning continuous.

The governance philosophy is straightforward:

- **Bucharest City Hall (PMB), with support from** the Transport Public Authority (as administrator) owns and coordinates every action in the Integrated Action Plan because it already holds the legal mandates (planning, mobility, public-space, heritage, environmental protection) and the administrative capacity to contract works, issue permits and allocate funds.
- The existing **Local Group (LG)** does **not** manage projects; it acts as an *advisory board* that keeps implementation transparent, participatory and technically sound.

Roles and responsibilities

| Actor | Main responsibilities during implementation | Resources mobilized |
|---|---|--|
| PMB directorates <i>(Urban Planning, Environment, Mobility, Investments)</i> | <ul style="list-style-type: none"> - Integrate IAP actions in annual capital budgets and procurement plans - Prepare and launch tenders, supervise works, sign-off payments - Secure planning/heritage permits and other approvals | Staff engineers & architects, legal officers, procurement teams, municipal companies |
| Sector municipalities (1-6) | <ul style="list-style-type: none"> - Align local policies with overall strategy defined in IAP - Provide neighbourhood liaison and co-funding for small amenities | Local units |
| Utility & transport operators | <ul style="list-style-type: none"> - Coordinate utilities works, bus or tram re-routing needed by IAP projects | Technical departments |
| LG 2.0– advisory board <i>(universities, NGOs, professional chambers, residents’ and business associations)</i> | <ul style="list-style-type: none"> - Discusses progress every six months, flag risks and propose technical or social improvements - Mobilize volunteers, sponsorships, artistic input or research students for specific actions | Expert time, community networks, small grants |
| Partnership taskforces <i>(formed ad-hoc around a concrete action)</i> | <ul style="list-style-type: none"> - Detail design choices, phasing and co-funding for that action under PMB coordination | Mix of public, private and civic actors – defined case-by-case |

8.2. On-going stakeholder engagement

Stakeholder engagement should not end with the finalization of the Integrated Action Plan (IAP)- it transforms and deepens. As implementation begins, the collaborative ecosystem built through the URBACT Local Group (ULG) should continue to play a central role. The group will remain active, not as a static body, but as a **flexible, adaptive mechanism** that evolves alongside the maturation of the IAP’s projects, actions, and ambitions.

ULG as a long-term advisory and facilitation platform

The existing ULG will continue to function as an **advisory board**, meeting twice per year to review the progress of IAP actions.

As implementation moves from design to construction, and then into management and reuse, the **nature of stakeholder engagement will shift accordingly**. The ULG will reflect these changes by inviting new voices into the conversation—activists, educators, entrepreneurs, caretakers, artists, or youth groups whose interest is sparked by visible progress or emerging opportunities. Special care will be taken to include groups who might otherwise be excluded from digital channels—elderly residents, children, people with disabilities—through accessible formats and targeted outreach.

The ULG as a dynamic, growing network

The ULG is conceived as a **living mechanism**—open to adaptation, expansion, and renewal. As the IAP advances:

- **New actors will be identified** through project milestones, public events, funding applications, or outreach activities.
- **Membership will expand organically**, based on relevance to specific actions or geographies.
- **Short-term contributors** (e.g. a theatre company, a research team, a startup) may join for just one season or project cycle, enriching the group with fresh expertise and energy.

This openness ensures that **as projects grow, the group grows with them**—bringing in operational skills for the maintenance phase, curatorial voices for creative reuse, or governance partners for shared ownership models.

Monitoring the quality and reach of engagement

To ensure that stakeholder engagement remains meaningful throughout the IAP’s implementation, it will be monitored using both **qualitative and quantitative indicators**:

- Number of active ULG members (including new additions each year);
- Attendance and diversity at public meetings and events;
- Number of partnerships formed per action;
- Number of co-organised events, citizen proposals implemented, or volunteers mobilised.

8.3. Funding approach

8.1.1. Municipal and Sector Budgets

The City of Bucharest and Sector municipalities will fund the core infrastructure and public space components, through integration in annual and multi-year capital investment plans. Priority actions will be included in the 2025–2030 municipal programming, ensuring baseline financial coverage for permitting, design, and initial works.

8.1.2. National and European Funding

Key programs targeted include:

| Programme | Target | Next Steps |
|----------------------------------|---|--|
| PNRR (Green Transition) | Nature-based solutions, heritage reuse | Prepare calls in 2025–2026 |
| LIFE / Interreg / Horizon | Biodiversity, innovation, cross-city pilots | Partner search and concept notes ongoing |
| Creative Europe / AFCN | Cultural activations | To be matched with local co-funding |

| | | |
|--|--|--|
| European Urban Initiative (EUI) – Innovative Actions | Integrated urban regeneration, governance innovation, adaptive reuse | Prepare pilot concept and partnerships |
| New European Bauhaus (NEB) | Sustainable, inclusive and high-quality design solutions | Monitor calls and prepare flagship or satellite applications |
| ERDF / Regional Operational Programme | Rehabilitation of heritage buildings, public space and accessibility | Align with regional priorities and prepare technical documentation |
| National Cultural Heritage Programmes (Ministry of Culture) | Restoration of listed and non-listed heritage assets | Identify eligible components and prepare applications |
| Corporate CSR & Sponsorships | Public amenities, cultural spaces, green infrastructure | Identify partners and define sponsorship packages |
| Participatory Budgeting (Municipal/Sector level) | Small-scale public space and community interventions | Propose actions for annual participatory budgeting cycles |

The table below illustrates European and national funding opportunities for each cluster of actions (described above).

- = Primary funding source
- = Complementary / secondary funding source

| Intervention Cluster | PNR R | ERDF ROP | LIFE / Horizon / Interreg | EUI | NE B | Creative Europe / AFCN | Nat. Culture Funds | CSR / Sponsorships | Participatory Budgeting |
|---|-------|----------|---------------------------|-----|------|------------------------|--------------------|--------------------|-------------------------|
| A1 – Heritage preservation & infrastructure modernization | ● | ● | ● | ○ | ○ | | ● | ○ | |
| A2 – New buildings & operational facilities | ● | ● | ○ | | | | | ○ | |
| A3 – Cultural & commercial adaptive reuse | ○ | ○ | ○ | ● | ● | ● | ● | ● | |
| B1 – Public space, access & mobility | ○ | ● | ○ | | | | | ○ | ● |
| B2 – Green infrastructure & nature-based solutions | ● | ○ | ● | ○ | ● | | | ○ | |
| C1 – Strategic planning & regulatory instruments | | ○ | ○ | ● | | | | | |
| C2 – Governance & | | | ○ | ● | | | | | |

| | | | | | | | | | | |
|--|--|--|---|---|---|---|--|---|---|--|
| long-term management | | | | | | | | | | |
| C3 – Community engagement & co-design | | | ○ | ● | ● | ● | | ● | ● | |
| C4 – Knowledge, dissemination & EU positioning | | | ● | ● | ○ | ○ | | | | |

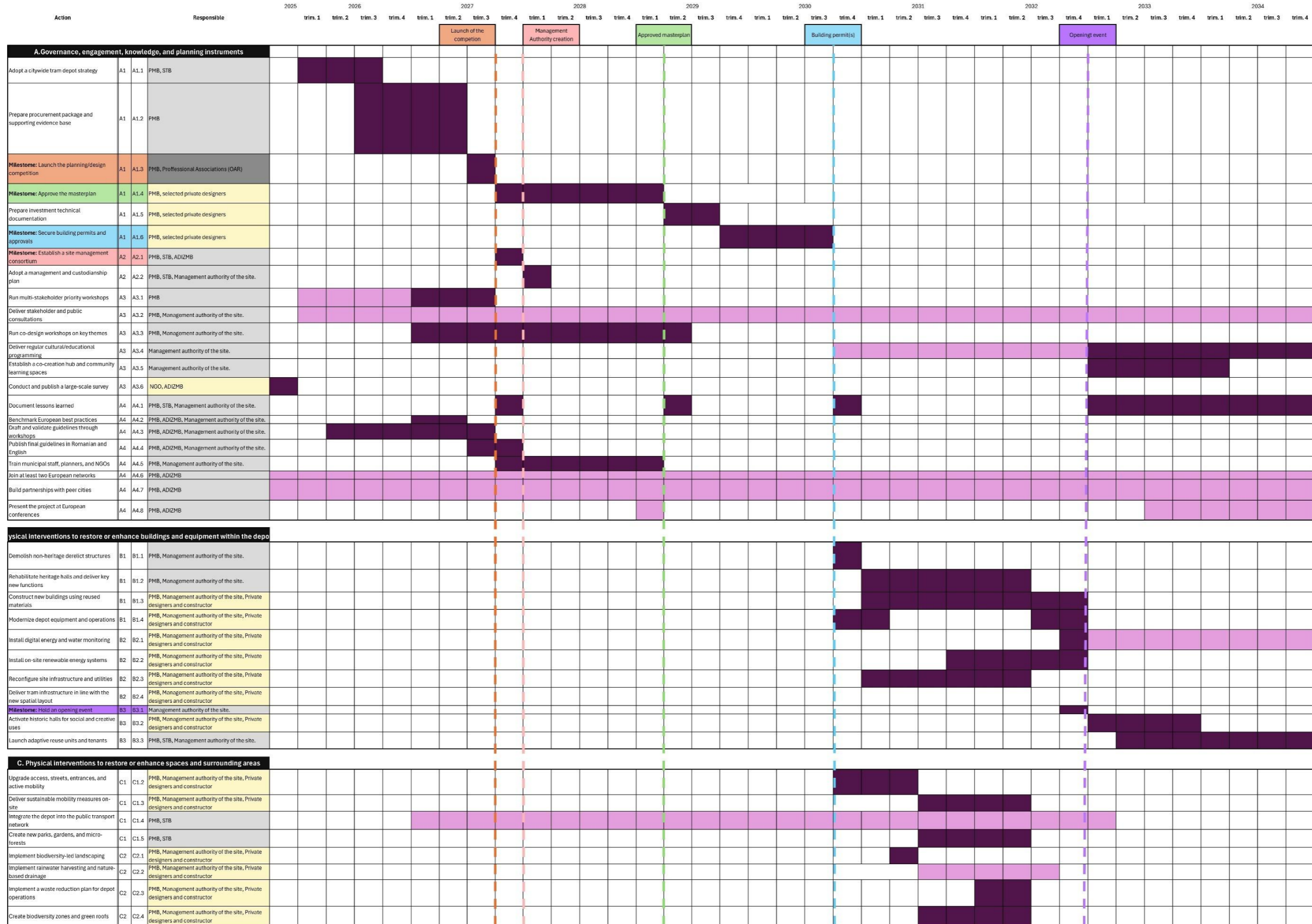
Figure 8 Visual Funding Matrix – Integrated Action Plan (Victoria Depot)

8.1.3. Funding possibilities already discussed- New European Bauhaus (NEB) Flagship Potential

Following a dialogue with the **Regional Development Agency**, the IAP has been identified as a potential candidate for future calls under the **New European Bauhaus (NEB) Flagship initiative**.

- The IAP aligns with NEB values: *sustainability, inclusion, and aesthetic quality* in the transformation of urban spaces.

8.4. Overall timeline



8.5. Monitoring and reporting

Monitoring will be based on a structured set of **Key Performance Indicators (KPIs)**, tailored to the nature of each of the IAP's specific objectives. These will include:

| Specific Objective | KPIs |
|---|--|
| S.O.1.1. By 2027, position the Victoria Depot as a key element within a citywide tram depot strategy that balances operational capacity, heritage preservation, and community value. | Strategy adopted Q4 2026. - Masterplan approved Q4 2027. - Min. 5 multi-stakeholder workshops completed. - Min. 2 public consultations with ≥200 participants total |
| S.O.1.2. By 2030, modernise and optimise at least 70% of the depot's heritage infrastructure to accommodate both tram operations and mixed cultural/community uses. | 70% of heritage buildings refurbished by 2030. - 100% tram operations uninterrupted. - Museum opened by 2029. - ≥10 new cultural and commercial tenants by 2030. |
| S.O.1.3. By 2035, transform the Victoria site into a vibrant cultural hub with diverse community activities. | ≥50,000 visitors/year by 2035. - Annual programme with ≥20 public events. - 90% visitor satisfaction rating. - At least 3 new pedestrian links created by 203 |
| S.O.1.4. Improve pedestrian and vehicle access. | Three new pedestrian connections to surrounding streets completed by 2030. 100% safe and accessible entrances redesigned to meet universal accessibility standards by 2028. Full integration into the public transport network, including updated tram and bus connections, by 2030. |
| S.O.2.1. Integrate green principles from the earliest planning and design phases of the depot's restoration. | All investment projects in compliance with EU Taxonomy. - Climate resilience plan by 2028. - Energy monitoring system operational by 202 |
| S.O.2.2. Reduce total emissions of the site by 20% by 2030. | 20% carbon footprint vs 2025 baseline. - ≥15% energy from on-site renewables. - 70% of demolition materials reused on-sit |
| S.O.2.3. Convert ≥20% of open areas into high-quality, publicly accessible green spaces by 2030. | Min. 10,000 m ² new green spaces. - ≥30% tree canopy coverage target by 2035. - +25% increase in biodiversity index vs baseline. |

| | |
|---|---|
| S.O.3.1. Implement a participatory program involving at least 500 citizens annually. | ≥12 workshops per year. - ≥500 engaged citizens per year. - Annual public participation report published |
| S.O.3.2. By 2027, create at least three community-oriented “third places.” | 3 third places operational by mid-2027. - ≥20 community-led initiatives/year.C4 |
| S.O.4.1. Strengthen participatory practices as part of the framework. | Governance evaluation report every 2 years. - Active community delegates in site governance: ≥10 |
| S.O.4.2. By 2028, publish guidelines and decision-making tools for adaptive reuse. | Recognized by EU/NEB as a best practice by 2030. - Annual international dissemination ≥3 conferences. |
| S.O.4.3. Promote Victoria Depot as a European model of industrial heritage re-use by 2035. | European best-practice recognition achieved by 2030. At least three partnerships with cities that regenerated depots by 2030. Minimum four international presentations per year starting in 2027. |

Who monitors and how?

Monitoring will be carried out in a collaborative and decentralised way:


- **City Hall Directorates** (Environment, Urban Planning, Investments, Culture, etc.) are responsible for collecting and submitting data on the actions they coordinate.
- **Sector municipalities** will report on their contributions (especially on neighbourhood-level projects).
- **The Local Group (LG 2.0)** will review overall progress in its biannual meetings and provide qualitative feedback.

8.6. Risk management



The transformation of Victoria Depot is an ambitious and complex project that involves multiple stakeholders, long timelines, and significant financial resources. Such projects inevitably face risks that could delay or compromise implementation. Identifying these risks in advance and establishing strategies to mitigate them is crucial for ensuring resilience and continuity.

INSTITUTIONAL AND POLITICAL

THE THREAT


-  Fragmented governance structure (City Hall + 6 Sectors) complicates decision-making. Frequent political changes create a risk of shifting priorities between election cycles.

THE SHIELD



-  Formal Adoption: Lock the IAP into City Council decisions for legal continuity.
-  Broad Coalitions: Build cross-sector partnerships to reduce political dependency.

FINANCIAL SECURITY

THE THREAT

-  Heavy reliance on external EU/National funds means delays in disbursement could halt work. Limited municipal budgets constrain upfront cost coverage.

THE SHIELD

-  Phased Delivery: Structure independent packages to match available funding.
-  Bridge Mechanisms: Prepare municipal pre-financing instruments to maintain momentum.

TECHNICAL AGILITY**⚠ THE THREAT**

- ⚠ Unforeseen site conditions (structural rot, contamination) and bureaucratic permitting bottlenecks often delay large redevelopment projects.

🛡 THE SHIELD

- 🛡 Parallel Tracks: Run permitting and design processes simultaneously.
- 🛡 Contingency Reserves: Allocate specific financial/time buffers for the unknown.

LEGAL & REGULATORY**⚠ THE THREAT**

- ⚠ Unclear property rights and rigid heritage protection regulations can block interventions or lead to bureaucratic deadlocks.

🛡 THE SHIELD

- 🛡 Early Audits: Proactively resolve ownership issues before starting.
- 🛡 Co-Design: Collaborate with heritage bodies early to align solutions.

SOCIAL TRUST**⚠ THE THREAT**

- ⚠ Consultation Fatigue' and community resistance can arise if citizens feel their input is ignored, reducing the project's legitimacy.

🛡 THE SHIELD

- 🛡 Radical Transparency: Clearly show how feedback influences decisions.
- 🛡 Targeted Tools: Use specific engagement strategies for youth, seniors, and commuters.

ENVIRONMENTAL RESILIENCE**⚠ THE THREAT**

- ⚠ Climate pressures (droughts, heatwaves, storms) threaten the long-term viability of new green infrastructure and vegetation.

🛡 THE SHIELD

- 🛡 Adaptive Planting: Prioritize drought-resistant, climate-adapted species.
- 🛡 Multifunctional Design: Create spaces that handle stormwater and heat mitigation.

KNOWLEDGE & CAPACITY**⚠ THE THREAT**

- ⚠ Lack of precedent for large-scale industrial regeneration in Bucharest can lead to inefficiencies or poor quality implementation.

🛡 THE SHIELD

- 🛡 Knowledge Exchange: Partner with European cities that have regenerated depots.
- 🛡 Guidelines Creation: Publish guidelines to institutionalize best practices.

8.7. Communication and dissemination plan

The success of the Integrated Action Plan depends on clear communication and effective dissemination at the local level. The objective is to ensure that residents, stakeholders, and decision-makers are informed about the project's goals, progress, and results, while creating channels for ongoing feedback.

Communication will focus on three main directions:

- **Public information** – regular updates on the project website, social media, and through press releases.
- **Community engagement** – public presentations, exhibitions, and workshops to share progress and collect feedback.
- **Institutional dissemination** – concise reports and presentations shared with the General City Hall, sector administrations, and local institutions.

Responsibilities will remain light and flexible: ADIZMB will coordinate general communication, with support from the URBACT Local Group for community-level events. Partnerships with local media, universities, and NGOs will be used to extend outreach without adding heavy administrative burdens.

8.8. Immediate next steps

To maintain momentum after finalising the Integrated Action Plan, several immediate steps are needed within the next half year:

1. **Formal adoption of the IAP** by ADIZMB and presentation to the General City Hall and sector administrations.
2. **Launch of a communication campaign** to share the IAP with citizens and stakeholders, including publication online and a public presentation event.
3. **Preparation of project packages** for phased implementation, identifying priority actions that can begin quickly with available resources.
4. **Initiation of funding applications** at national and EU level to secure support for the first interventions.
5. **Set-up of a light monitoring framework** to track early progress and collect feedback from the URBACT Local Group.