

English version

# Integrated Action Plan

Strategy for the future of mobility in the Osona region



URBACT



Co-funded by  
the European Union  
Interreg

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1.

# Executive Summary

General overview of the Integrated Action Plan





# 1.1 THE ACTION PLAN IN OSONA

## 1.1.1 Local context

Osona shows a strong contrast between rural and urban areas. The urban centres concentrate growth and economic activity but coexist with pockets of poverty and social tensions. Rural areas maintain quieter lifestyles but face depopulation, ageing and a lack of essential services.

In terms of mobility, despite having a very high level of self-containment (92% of trips take place within the county), private car use dominates (51.1%) while public transport has a residual share (4.8%).

The north–south axis is structured by the C-17 road and the R3 railway line (Barcelona–La Tor de Querol–Enveig). The R3 is a key backbone but suffers from limited service offer and reliability issues. The bus network is heterogeneous and requires simplification, regular intervals and better coordination between routes and with the train. In the interurban network there are safety shortcomings for pedestrians and cyclists, and active mobility infrastructure is fragmented between municipalities.

Information systems are incomplete and poorly integrated. In low-density areas, flexible solutions (DRT, shared taxi services) are needed to guarantee access to services. At the same time, there is still a deficit in sustainable mobility culture and support for behaviour change.

Since 2020 there has been growing interest in sustainable mobility, with bottom-up initiatives and punctual plans that led to the Mobility Analysis of Osona (Socioeconomic Observatory, 2021). Despite this, there was no integrated county-wide vision, nor a shared technical team; only the municipality of Vic had a mobility officer. As a result, mobility had limited visibility on the political agenda.

## 1.1.2 Vision and objectives

Osona lacks real alternatives to private car use. This affects access to education and employment, increases disconnection and loss of opportunities in rural areas, widens socio-economic differences, worsens air quality, and already causes road congestion during peak hours and in areas of high activity.

A clear, reliable, easy-to-use and truly intermodal alternative must therefore be developed—one that works as a system combining public transport, active mobility and shared mobility, with smooth transitions between modes. At the same time, a cultural shift among citizens is needed, along with a governance and data-management framework that ensures coherence, coordination and continuous improvement.

The Action Plan establishes three main objectives:

- 1. Provide real alternatives for sustainable mobility**
- 2. Promote cultural and behavioural change**
- 3. Strengthen Osona's role in governance and interinstitutional dialogue**

These objectives translate into **39 actions organised into four areas of intervention:** Governance and cultural change, Hubs and intermodality, Interurban bus system, and Active and shared mobility.

## 1.2 FUTURE OF THE ACTION PLAN IN OSONA

### 1.2.1 Implementation strategy

The implementation strategy combines immediacy with long-term structure, shared responsibility with clear leadership, and baseline funding with active fundraising to ensure a sustained transformation of mobility in Osona. Key principles include:

**The Osona Mobility Office** acts as the central coordinating body: it coordinates municipalities, liaises with the Generalitat (2028 bus system and R3 railway), builds on the work developed through the URBACT process and drives the execution of the Plan. It will begin with staggered municipal funding and grow by attracting additional resources (Provincial Council, Generalitat, EU), supported by a scalable technical team and a data system with a performance dashboard to prioritise and ensure accountability.

Implementation is feasible thanks to a **balanced mix of soft and hard measures (59%–41%)**, a **diversity of competencies** (28% municipal, 36% county-level, 36% external authorities) and a **temporal distribution** (36% short term, 51% medium, 13% long term). This design allows for quick wins that build trust while preparing structural actions and working with higher-level administrations in key areas.

**Prioritisation was agreed** upon by more than 40 members of the ULG, ensuring legitimacy and territorial alignment, and facilitating resource allocation and uptake of the actions.

Responsibility for execution is shared among **11 teams**, strengthening coordination and reducing risks. Each action will activate a working committee with representatives from **the Mobility Roundtable**, which will act as a permanent space for monitoring, discussion and accountability. The Roundtable, supported by a **Steering Group** and political/technical leadership, will assume a **central role** in dialogue and strategic direction, avoiding gaps or discontinuity.

The territory's own economic effort amounts to **65.6M€ over 10 years**, with a distribution that supports phased investment (10% short, 25% medium, 65% long term). The Mobility Office will lead the funding strategy, combining local resources with external funds.

The Plan will be governed through **data and accountability**: a dashboard and monitoring calendar will allow priorities to be adjusted, course corrections to be made and opportunities to be captured.

### 1.2.2 Monitoring, Evaluation and Adaptation

The **Osona Socioeconomic Observatory** will lead monitoring at two levels: overall and per action. At the overall level, the annual report will include the **Plan's 10 key indicators**, with particular attention to **modal shift** (target: increasing public transport share from 4.8% to 10% in 10 years). The results will be presented annually to the Mobility Roundtable.

For each action, **specific indicators** have been defined to evaluate progress and trigger corrective measures when needed, ensuring continuous adaptation of the Plan.

# 2.

## Osona in the URBACT Programme

The URBACT Programme and Osona's participation as the lead partner of the Beyond the Urban network



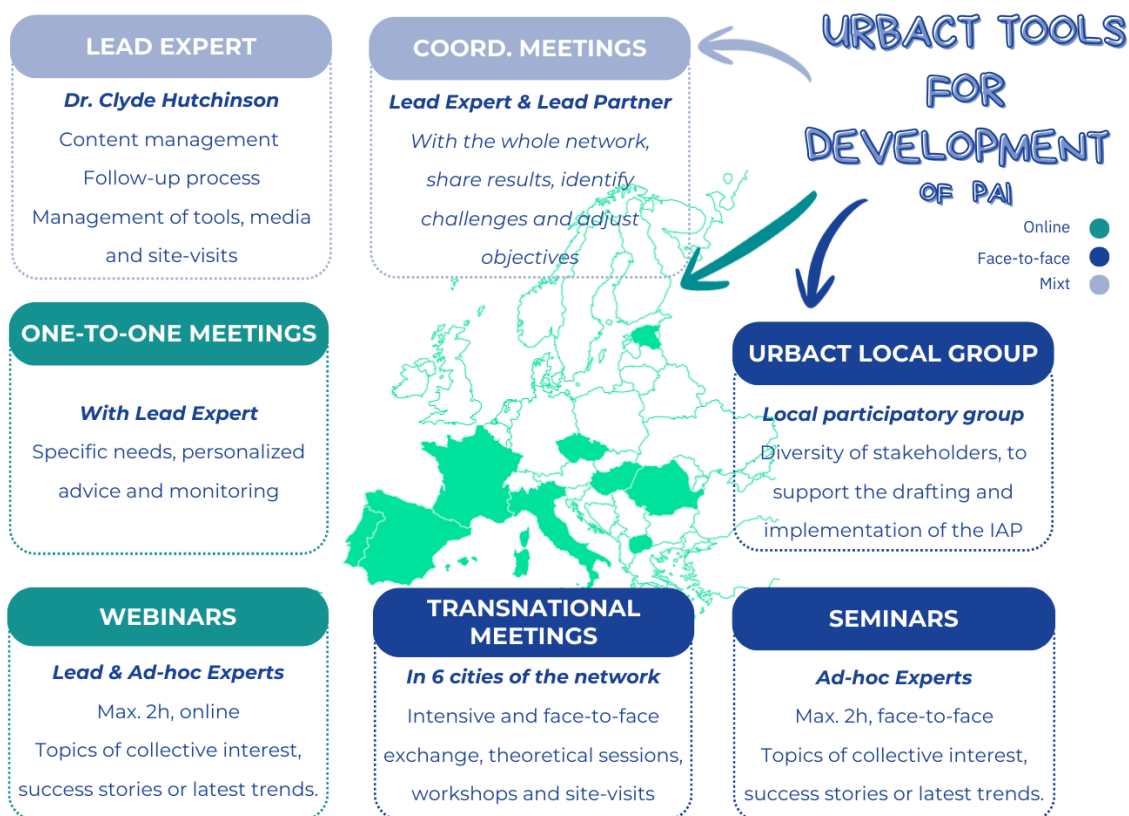
## 2.1. BEYOND THE URBAN AND TOOLS FOR ITS DEVELOPMENT

Osona is part of the *Beyond the Urban* network, which **brings together 10 European municipalities and regions working together to improve urban–rural mobility through the testing and implementation of sustainable, accessible and integrated mobility solutions**, with a focus on intermodality, multi-level governance, inclusion, gender equality and digital tools.



**The Beyond the Urban network is led by Creacció, the Agency for Entrepreneurship, Innovation and Knowledge, based in Vic (Osona).**

The drafting of the Integrated Action Plan follows European procedures and **standards for strategic plan development** and is supported by the following tools:



Which have been used throughout the process as follows:

	2023		2024				2025			
PERIOD	T1 June-Sep.	T2 Oct.-Des.	T3 Gen.-March	T4 April-June	T5 July-Sep.	T6 Oct.-Des.	T7 Gen.-March	T8 April-June	T9 July-Set.	Q10 Oct.-Des.
PHASE	ACTIVATION PHASE		PLANNING ACTIONS				PREPARING FOR IMPLEMENTATION			FINAL
NETWORK CYCLE	Analyze problems Involve key stakeholders		Schedule Actions Vision / Definition of objectives / Areas of intervention				Detailed resources and actions			Resources for implementation and indicators
TRANSNATIONAL MEETINGS			<b>TNM 1</b> (27-29/11) Vic "Ready for Action"	<b>TNM 2</b> (14-15/05) Tartu, EE	<b>TNM 3</b> (2-3/10) Bucarest-Ilfov, RO	<b>TNM 4</b> (11-12/03) Hradec Králové, CZ	<b>TNM 5</b> (25-26/06) Bram, FR	<b>TNM 6</b> (12-13/11) Treviso, IT		
ONLINE LEARNING			<b>Data Baselines</b> (13/03) Mar Santamaria	<b>Moving People</b> (27/06) Brian Marrinan		<b>Everything...</b> (19/02) Clyde Hutchinson	<b>Towards Rurbanism</b> Jon Aguirre (13/05)	<b>Design Ethos</b> Rita Szerencsés (16/7)		
NETWORK COORDINATION	<b>Kick-off</b> (11/07)	<b>Financial</b> (23/10)	<b>Coord.</b> (28/11) <b>Coord.</b> (13/03)	<b>Coord.</b> (15/05) <b>Coord.</b> (27/06)	<b>Coord.</b> (02/10)	<b>Coord.</b> (12/03) <b>Coord.</b> (16/01)	<b>Coord.</b> (26/06) <b>Coord.</b> (13/05)	<b>Coord.</b> (09/10)		
SUPPORT	Network Roadmap "Baseline Study" Communication Plan				Pilot tests and small-scale actions Specific support of Ad-Hoc experts		Peer and mini-peer reviews "Design Ethos" workshop			
PARTICIPATION OF THE LOCAL GROUP (ULG)			<b>1st ULG</b> (30/01)	<b>2nd ULG</b> (15/04)	<b>3rd ULG</b> (17/06)	<b>4th ULG</b> (17/09)	<b>5th ULG</b> (19/11)	<b>6th ULG</b> (13/01)	<b>7th ULG</b> (29/04)	<b>Final Event</b> (27/10)
KEY ENCOUNTERS			<b>Meeting with Elected Council</b> (26/02)	<b>Extended Steering Group Meeting</b> (12/12)		<b>5 TERRITORIAL MEETINGS</b> (18 feb. 3rd of April)				
SMALL-SCALE ACTIONS						<b>SSA 1</b> Analysis and communication in change of bus line service 487-8		<b>SSA 2</b> Workplace carpooling in organizations with WMP		

## 2.2. BEYOND THE URBAN IN OSONA

### 2.2.1. Osona within the URBACT IV Programme

**At the local level, the project is co-led by the Osona County Council and Creacció.**

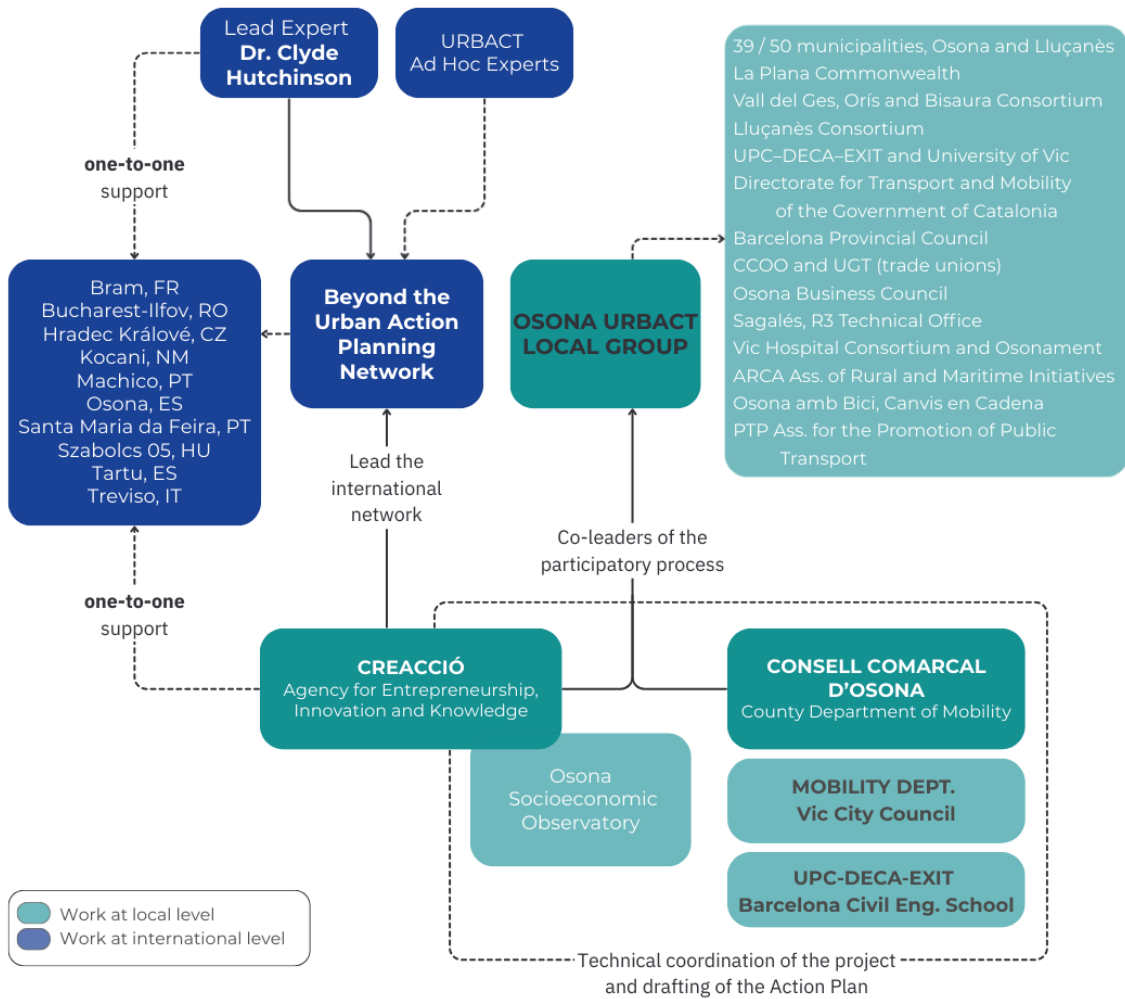
This partnership between Osona's local development agency and the county council aims to ensure **integrated work between technical staff and political leaders in order to achieve real and effective improvements for the people of Osona.**

The growing interest in sustainable mobility in Osona, together with the absence of a specific administrative structure to manage it, led the county to join the 4th edition of the URBACT Programme.

Since 2014, **Creacció – the Agency for Entrepreneurship, Innovation and Knowledge** – has been promoting strategic projects with a county-wide perspective. Within Creacció, the Osona Socioeconomic Observatory monitors data and produces analyses to support informed decision-making by local stakeholders, and therefore also plays a key role in this project.

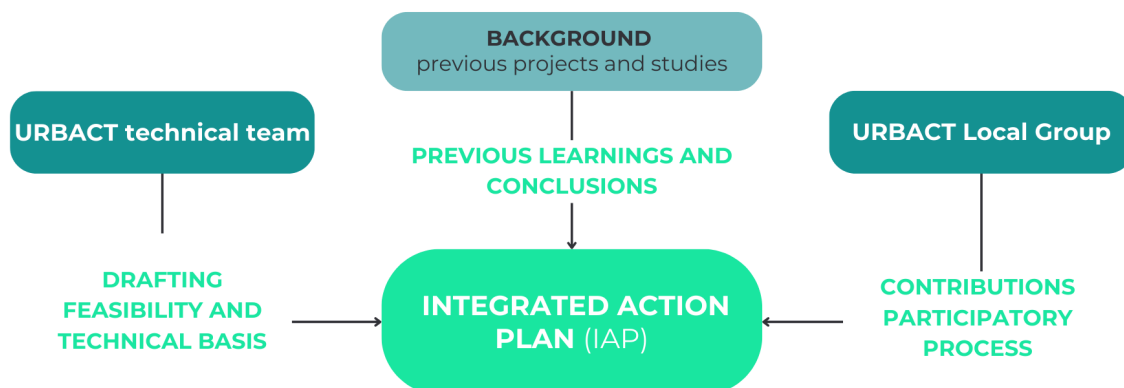
While Creacció leads the European network, the participatory local work towards a strategic mobility vision for the territory is **co-led by the Osona County Council**. The Council supported Osona's application to the URBACT IV Programme from the beginning and, since 2023, has had a dedicated mobility department. These actors, together with the Mobility Department of Vic City Council and a team from the School of Civil Engineering at UPC, form the Project Steering Group.

## ORGANIZATION OF THE LOCAL PROJECT AND RELATIONSHIP WITH THE NETWORK



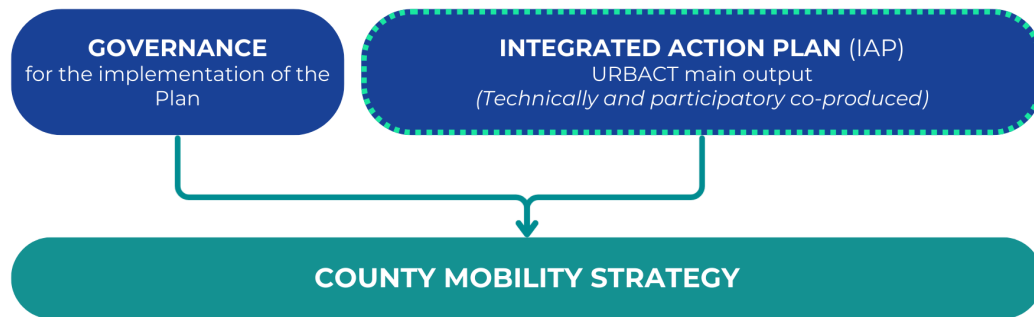
**URBACT has given us the opportunity to address the mobility challenge in depth, within a well-structured framework and methodology, to develop the current Strategic Plan for Sustainable Mobility in Osona.**

This process allowed us to gather previous isolated initiatives (as listed in section 1.2 of Chapter 1) into an integrated vision for the county, incorporating new locally-generated knowledge in areas not previously addressed. This has helped form a unique vision of what future mobility in Osona should look like.



## 2.2.2. A sustainable mobility strategy for Osona

**The final objective of the programme is the drafting of an Integrated Action Plan (IAP).** This plan, together with the governance structure required for its implementation, forms Osona's County Mobility Strategy, which must address the challenge of sustainable mobility in the territory beyond December 2025, when the URBACT IV Programme comes to an end.

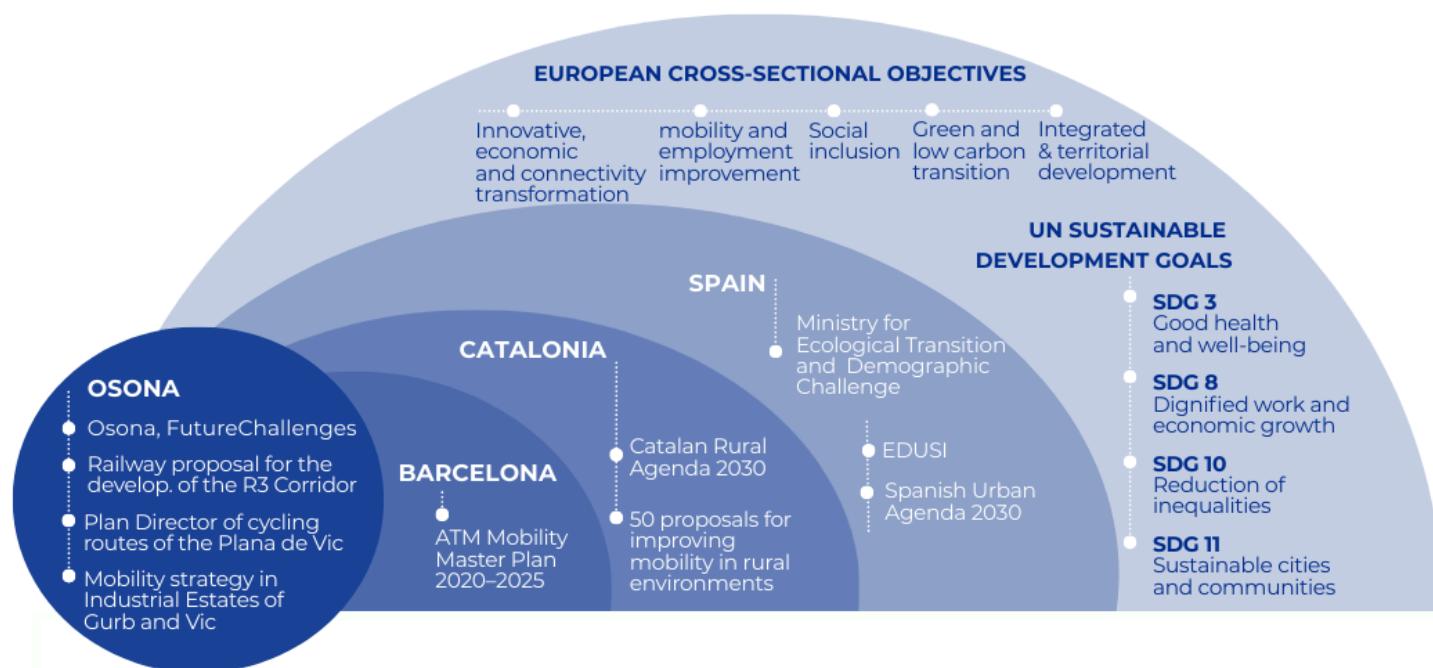


This Plan has been developed through an integrated, collaborative and participatory approach, using a bottom-up perspective that involves a range of stakeholders to ensure strong territorial consensus.

The IAP does not aim merely to plan specific actions, but to **establish a shared strategic vision, identify the actors responsible for each action, and prepare the conditions for effective future implementation**, incorporating a perspective of continuity and long-term sustainability.



## 2.3. STRATEGIC LINKAGES AT THE INTERNATIONAL, STATE, NATIONAL AND LOCAL LEVEL



### 2.3.1. European and international level

#### UN Sustainable Development Goals

The strategy is aligned with the Sustainable Development Goals (SDGs) of the 2030 Agenda, adopted by the United Nations in 2015:



#### **SDG 3 – Good Health and Well-being**

(Target 3.6), aiming to reduce the number of deaths and injuries resulting from road traffic accidents.



#### **SDG 8 – Dignified Work and Economic Growth**

(Target 8.5), seeking to achieve full, productive and equal employment for all, including young people and persons with disabilities.



#### **SDG 10 – Reduction of inequalities**

(Target 10.1), promoting income growth for the most vulnerable populations.



#### **SDG 11 – Sustainable Cities and Communities**

(Targets 11.2, 11.6 and 11.A), ensuring access to safe and sustainable transport systems, improving road safety, reducing the environmental impact of urban areas, and strengthening links between urban and rural areas.

## European cross-cutting objectives

Our project aligns with the five key pillars of the European objectives.

European objective	Alignment of the IAP
<b><i>Economic transformation and connectivity</i></b>	Smart mobility, digital tools, boosting competitiveness and strengthening rural–urban connectivity.
<b><i>Green and low-carbon transition</i></b>	Promotion of clean energy, sustainable mobility and contribution to climate neutrality.
<b><i>Improved mobility and employment</i></b>	Support for labour mobility and reduction of transport barriers between rural and urban areas.
<b><i>Social inclusion</i></b>	Affordable and accessible transport for vulnerable groups, especially women and rural residents.
<b><i>Integrated territorial development</i></b>	Coordination among local and regional actors, with collaborative governance as a core element of the project.

### 2.3.2. Spain, catalan and county-level frameworks

Below is a summary of the strategic alignments between the IAP and the main state, national, provincial and county frameworks:

Level	Framework / Strategy	Alignment
<b>Spain</b>	<i>Ministry for Ecological Transition and Demographic Challenge</i>	Territorial cohesion and demographic challenge; multi-level governance; sustainable rural mobility; sustainable mobility linked to tourism; air quality and active mobility; energy transition (EV charging).
	<i>Spanish Urban Agenda 2030</i>	Integrated planning (IAP); multi-level governance; funding strategies; knowledge exchange through URBACT.
	<i>EDUSI</i>	Strategic objectives for sustainable mobility and ecological transition aligned with the Integrated Sustainable Development Strategies.

Level	Framework / Strategy	Alignment
<b>Catalonia</b>	<i>Catalan Rural Agenda 2030</i>	Rural territorial challenges; participation in ARCA working group; alignment with 50 proposals for mobility in rural environments.
<b>Province of Barcelona</b>	<i>Mobility Master Plan 2020–2025 (ATM)</i>	Accessible and safe mobility networks; inclusive and high-quality public transport; excellence in road-based PT; support for DRT as a tool to balance the territory.
<b>County of (Osona)</b>	<i>Osona, Future Challenges</i>	Future Mobility Axis; strengthening public transport, active and shared mobility; impact on talent, vulnerable groups, health, air quality, digitalisation and new energy.
	<i>Mobility Strategy for the Industrial Estates of Gurb and Vic</i>	Improving access to industrial areas via public transport, active mobility and promoting car-sharing.
	<i>Railway proposal for the development of the R3 corridor</i>	Transforming stations into mobility hubs, fostering intermodality and expanding services along the north–south axis as a structural mobility backbone.
	<i>Cycling Infrastructure Master Plan for the Vic Plain</i>	Expansion of the cycling network based on this document, reprioritised and updated in 2025.

**3.**

## **Integrated Approach**

General and Cross-cutting Concepts,  
Participation, and Testing Actions

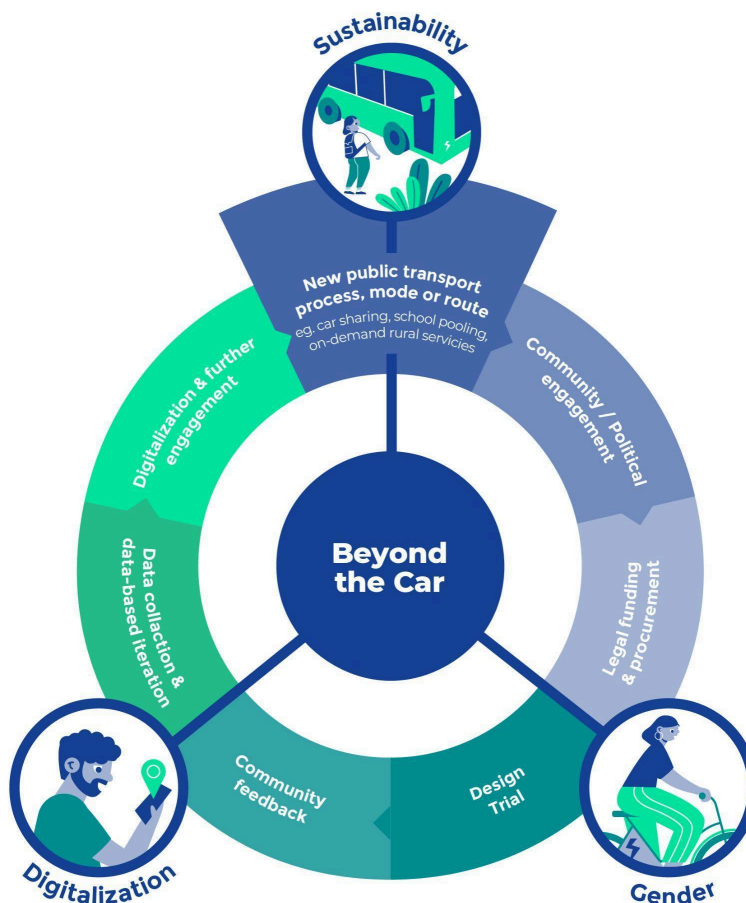
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## 3.1. INTEGRATION OF THE PLAN

The development of the IAP has been based on the URBACT integrated approach, which structures cooperation between administrations, stakeholders and sectors to ensure coherent and sustainable solutions.

The integrated approach is organised around **four axes**—policies and sectors, vertical, horizontal and territorial—together with a **“soft–hard” balance** of actions, in order to guarantee long-term sustainable solutions.

In addition, the URBACT Programme requires the **cross-cutting integration of sustainability, gender perspective and digitalisation** in all its projects.

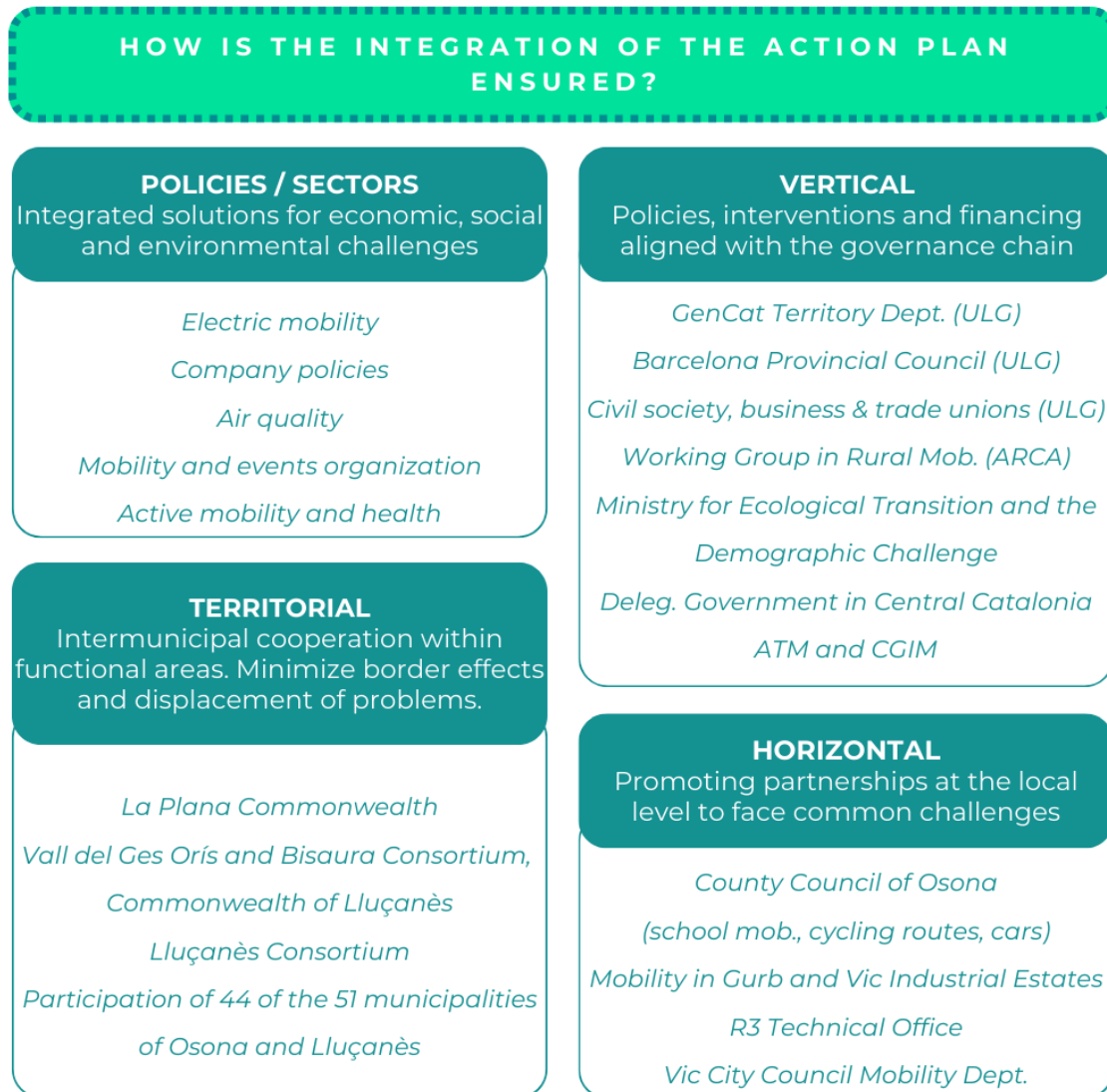


### 3.1.1. The 4 Integration Axes in Osona

The integrated approach has been applied in Osona through four axes that have enabled the coordination of policies, actors and territories:

- **Policies and sectors:** integration of health, air quality, active mobility, electric mobility and business policies to provide cross-cutting responses to mobility challenges.
- **Vertical:** direct connection with the Government of Catalonia, the Provincial Council, the Metropolitan Transport Authority (ATM) and other competent bodies to ensure alignment with higher-level policies and influence strategic investments.
- **Horizontal:** coordination between local projects and services (education, paths, air quality, industrial estates, cycling plans) to ensure municipal and county-level coherence.
- **Territorial:** cooperation among municipalities in Osona and Lluçanès to avoid border effects and build a shared vision of the mobility system.

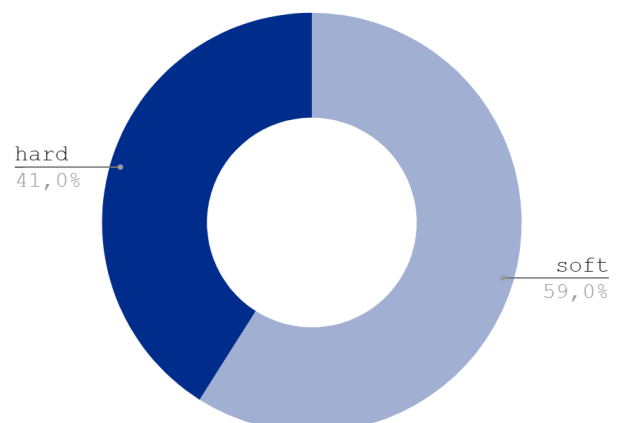
This integrated work has made it possible to generate consensus, share knowledge and strengthen the territory's capacity to progress to a more sustainable and coordinated mobility.



## Soft–Hard Balance

We began with a focus on building alliances to **promote services and infrastructure**, acknowledging the lack of direct competencies. This approach opened the door to collaboration with administrations holding executive capacity —the Government of Catalonia and the Barcelona Provincial Council— to influence investments such as cycling infrastructure and public transport.

As the project evolved, meetings of the URBACT Local Group revealed the **need to incorporate awareness-raising and cultural change actions**, since infrastructure alone does not guarantee its use. The project has therefore moved towards a more balanced model that combines community



and cultural actions with structural impact strategies through key alliances.

### 3.1.2. Integration of Cross-cutting Areas: Sustainability, Gender and Digitalisation



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#### Sustainability

The Plan aims to reduce dependency on private vehicles by promoting **active**, collective, shared and electric mobility. It fosters **intermodality**, expands **charging points** and reinforces local initiatives. The objective is healthier, more equitable and environmentally responsible mobility, especially in rural areas.

#### Gender

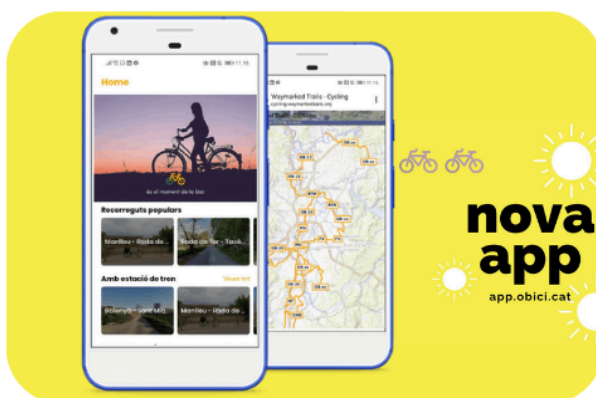
The **gender perspective is cross-cutting** to ensure safe and accessible mobility. The specific challenges faced by women in rural contexts are recognised, and their participation within the Local Group is actively encouraged. Organisations such as Osonament and cycling collectives have contributed to an **inclusive approach**. Safe routes, bike-bus initiatives and **gender-disaggregated data** collection help adapt policies to their needs.



Foto: Iris Popescu

#### Digitalisation

Digitalisation is essential in rural mobility to provide **real-time information**. T-Mobilitat and the Sagalés OnDemand app facilitate public transport management. Apps such as Osona Bici or Busbici promote new mobility habits. The **workplace carpooling** pilot shows that an app solution is needed. Data collection **improves decision-making** and supports intelligent, efficient mobility.



Font: Osona amb Bici

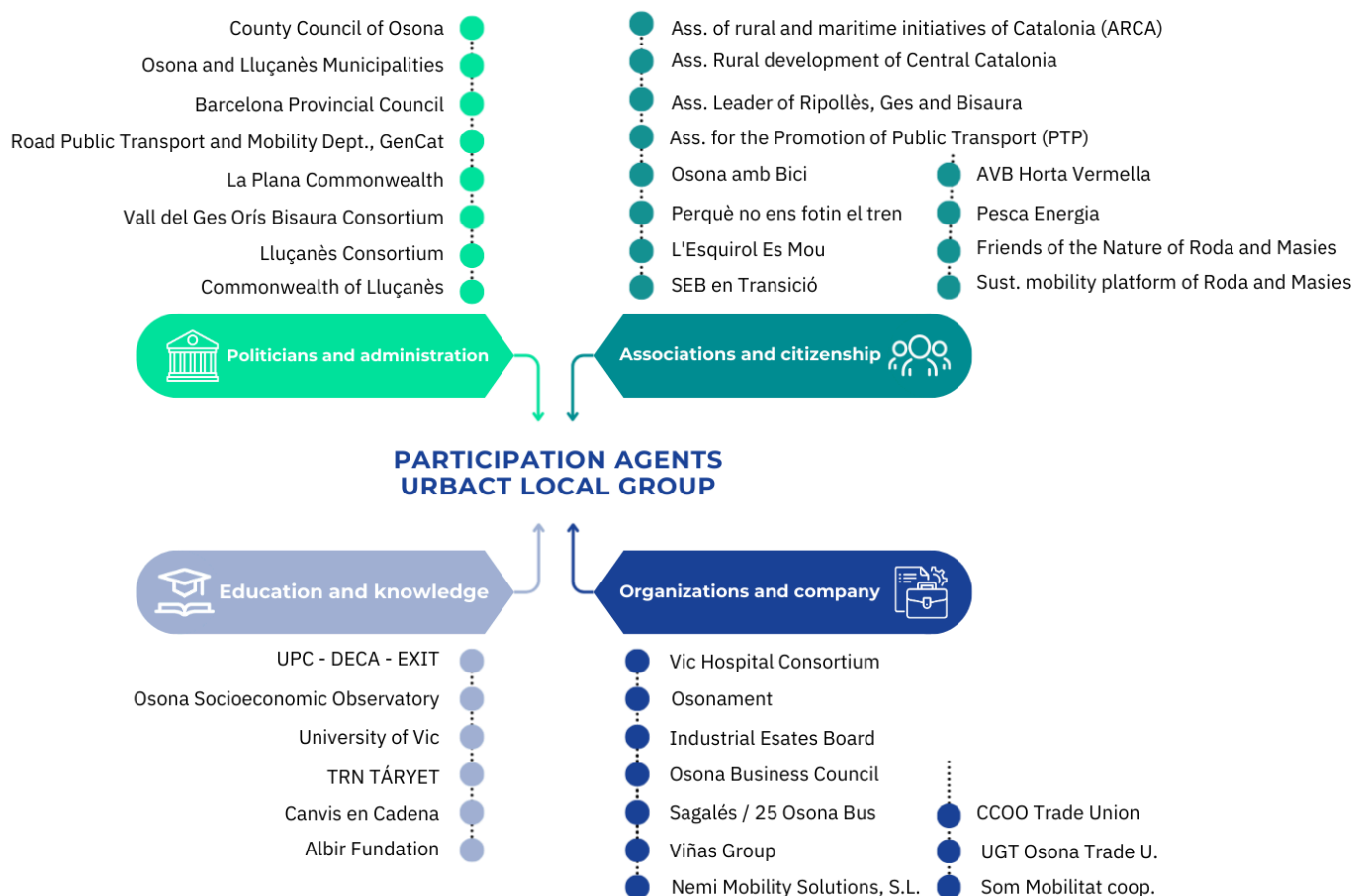


## 3.2. PARTICIPATION, THE ESSENCE OF URBACT

The URBACT Programme promotes the active participation of local stakeholders throughout the urban development process (analysis, planning and implementation), ensuring that policies are relevant to the community and fostering a sense of ownership and shared responsibility.

### 3.2.1. Participation in Osona: the Local Group

As the stakeholder map shows, Osona's ULG has brought together a wide diversity of local actors to achieve the broadest possible perspective. They have been involved both in defining the actions and in the future implementation of the Plan.



The URBACT Local Group of Osona has met quarterly. The first session gathered 19 members, and **the group remained open to new additions throughout the entire process**. All members were invited to every meeting. **On average, 28 participants attended each session**, with involvement depending on interest and expertise.



The contributions gathered in the sessions were organised into thematic tables, allowing us to transform specific or anecdotal observations into broader analyses based on technical criteria, ensuring that all inputs were assessed and integrated.



The five Territorial Meetings were essential to bring rural areas closer to the project: the URBACT technical team and the County Councillor for Mobility travelled to different rural locations (instead of convening stakeholders in the capital) to understand the reality of all municipalities.



By the end of the Plan's drafting, **a total of 133 people had attended at least one participatory meeting**, representing 85 organisations (44 of which were municipalities), businesses or entities.

**39 municipalities out of 50 participated in the Territorial Meetings**, where a consensus-based proposal for the new interurban bus system for Osona in 2028 was discussed.

The Osona Local Group has contributed both to defining the challenges and the actions of the IAP, and is committed to its implementation.

**In Osona, a total of eight URBACT Local Group meetings have been held.**

**These were complemented by other territorial or sectoral meetings to ensure the participation of all strategic stakeholders.**

### 3.2.2. Osona Steering Group

To work efficiently, a Steering Group was created, meeting every two weeks to coordinate project follow-up and to prepare documentation and ULG meetings. The Osona URBACT Steering Group is made up of the following representatives:

Name	Organisation	Role
<i>Arnau Basco</i>	<b>Osona County Council</b>	County Councillor for Mobility
<i>Núria Macià</i>	<b>Creacció</b> – Agency for Development, Innovation and Knowledge	Executive Director
<i>Joana Rodríguez</i>	<b>Vic City Council</b>	Mobility Technical Unit
<i>Sandra Álamo</i>	<b>Creacció</b> – Agency for Development, Innovation and Knowledge	Osona Socioeconomic Observatory
<i>Mònica Carrera</i>	<b>Creacció</b> – Agency for Development, Innovation and Knowledge	URBACT Project Coordinator
<i>Arnau Comajoan</i>	<b>Polytechnic University of Catalunya</b> – School of Civil Engineering	Knowledge Lead

### 3.3. SMALL SCALE ACTIONS

**To determine which actions should be included in the IAP, along with their level of detail and the way to maximise impact, two SSA have been carried out.**

**These testing actions have generated valuable knowledge, practical learnings and tested mechanisms to support better decision-making based on data and on the realities of the territory, through experimentation in real contexts.**

The first SSA, running from March 2024 to March 2025, analyses the impact of **increasing the service frequency of bus line 487**. The objective is to assess how the change influences user preferences and to measure the effectiveness of a communication campaign tailored to different user profiles. Furthermore, the pilot seeks to determine the feasibility of replicating similar studies and campaigns at county level, identify essential data needed for information sovereignty, and assess the analytical capacity of the territory to support more informed decisions in public transport.

The second SSA, planned between February and June 2025, focuses on exploring the feasibility of a **workplace carpooling system among employees** of companies in the county that have Workplace Travel Plans. This test aims to understand how workplace carpooling can be encouraged —both within the same organisation and between nearby companies— and which digital tools and incentives can most effectively support its adoption.

1

#### Bus line 487/8 Vic-Folgueroles

Line 487 already had a frequency increase approved prior to the start of the project.

This testing action has allowed to consolidate the bases for better planning and management of mobility services in the region, as well as to understand the behavior of both users and non-users, and the main barriers to promote a modal change towards public transport.



2

#### Workplace carpooling

Three of the 4 companies in Osona that have a Workplace Mobility Plan have agreed to develop this testing action.

They are having difficulties in implementing their plans, some of them have made efforts in cycling mobility, but it has not had the expected effect. So they have decided to join forces to understand how to promote workplace carpooling.



## SMALL-SCALE ACTION 1 : **Bus Line 487/8 Vic-Folgueroles**

*Impact analysis of increased service frequency and communication on bus line 487/8*

### OBJECTIVES:

- Assess how increasing bus frequency affects user preferences.
- Quantify the impact to support future service expansions.
- Analyse the effectiveness of a segmented communication campaign.
- Measure the administration's capacity to manage and analyse mobility data.

### PERIOD:

March 2024 –  
March 2025

### SCOPE:

*Bus line 487-8: Vic, Calldetenes, Sant Julià de Vilatorrada, Folgueroles, Vilanova de Sau.*

### COST:

15.250'00€

### INVOLVED STAKEHOLDERS:

Municipalities, operator (Sagalés), Department of Territory, Barcelona Provincial Council, Tàndem Projects (communication), Quiràlia (surveys), Osona Socioeconomic Observatory and Elena Santamariña (data and statistical analysis).

### METHODOLOGY:

- Pre-planned frequency increase implemented on 01/07/2024.
- Design and implementation of pre- and post-campaign surveys. Conducted in two blocks of 3 days each, separated by 6 weeks, complemented by an online survey.
- Communication campaign based on real stories and local channels.
- Training session and materials for setting up a Public Transport Information Point in the pilot municipalities.
- Analysis of ticket validations (Sagalés), boarding and alighting counts (6 days of survey), T-Mobilitat data (ATM) and road traffic counts (Barcelona Provincial Council).
- Statistical analysis of responses from the on-board and online surveys.

### MAIN RESULTS:

- 60% of users already use T-Mobilitat integrated system; there is room to expand its use.
- Over 60% of users are women; male users are mostly young students.
- The effect of the change varied widely throughout the day and, overall, total ridership decreased.
- Limited impact of the communication campaign due to lack of coordination and resources in small municipalities.

### KEY LEARNINGS:

- Communication strategies must be coordinated at county level when implemented in small municipalities.
- Improving access to data must be a strategic objective and considered in the 2028 tender specifications.
- Establish permanent information points close to municipalities.
- Study how a bus line functions and the profile of its users before implementing service changes.

## SMALL-SCALE ACTION 2 : Workplace carpool mobility

Testing action of workplace carpooling among employees within Companies with WTP

### OBJECTIVES:

- Analyse the feasibility of a workplace carpooling system among employees of the same company and between nearby companies.
- Identify the most effective incentives and digital tools to promote this practice.
- Collect data on mobility habits and participants' perceptions.
- Determine conditions for possible county-level implementation.

### PERIOD:

Sept. 2024 –  
Sept. 2025

### SCOPE:

Employees working in Vic who travel from: Ripollès, Bages, Moià, Manlleu, Santa Eulàlia de Riuprimer and Vic.

### COST:

1.000'00€

### INVOLVED STAKEHOLDERS:

Initiating organisations (with Workplace Travel Plans): Vic Hospital Consortium, Osonament and University of Vic.  
39 registered, 20 active participants, 18 completed the final survey.  
Creació with Osona Aliments Excel·lents and Department of Business.

### METHODOLOGY:

- Internal call for participants with a communication campaign adapted to each company.
- Registration forms and matching filters to create compatible groups.
- Creation of a WhatsApp dissemination group to connect participants and verify that groups shared rides effectively.
- 21-day carpooling trial phase, with monitoring through photo submissions.
- Feedback survey to analyse the experience and gather proposals.
- Free parking offered by the company during the month of the pilot.
- All participants received an Osona Aliments Excel·lents gift pack.
- All registrants (including non-participants) completing the feedback survey entered a draw for 4 event tickets.

### MAIN RESULTS:

- All participants who shared rides during the pilot were already carpooling beforehand.
- High satisfaction with the experience (majority scoring 4 or 5 out of 5).
- 94% consider digital tools essential for promoting workplace carpooling.
- Larger groups formed on longer journeys.
- Most participants were women (85%), with night shifts significantly represented.

### KEY LEARNINGS:

- Informal or digital spaces are needed to connect people: prior trust is essential.
- Improve initial matching and foster non-digital spaces for people to meet.
- A digital app could facilitate logistics, costs and incentives.
- Gamification may be useful as a complement, not as a core function.
- Users would value fuel and maintenance vouchers.

**4.**

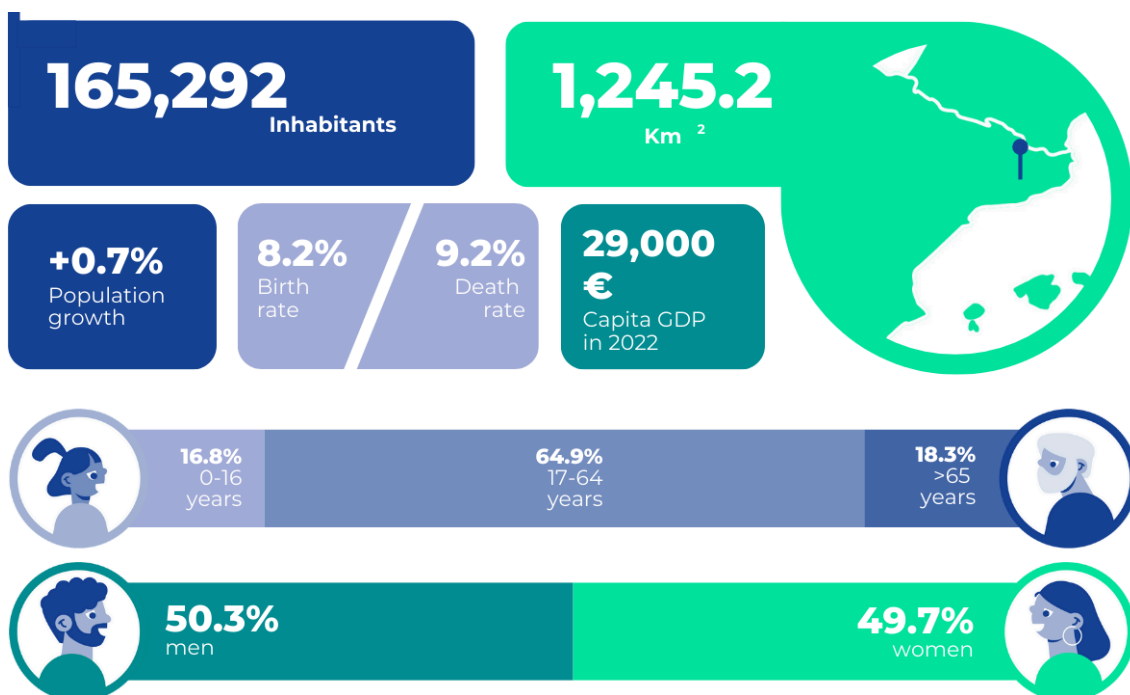
# Starting Point

Context, Background and Problem  
Definition

**4**



## 4.1. OSONA AND ITS CONTEXT



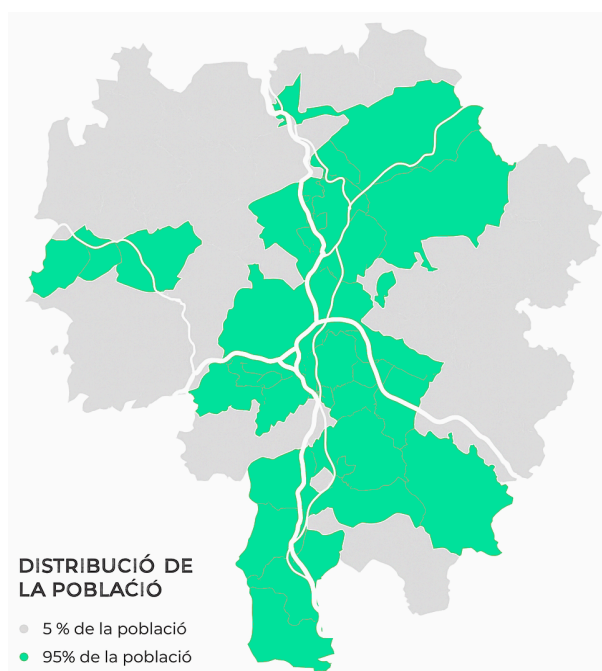
### 4.1.1. Osona, Land of Contrasts

**Osona is a land of contrasts, where a deeply rooted industrial tradition coexists with a rich landscape and deep culture.**

The region, located midway between Barcelona, the Costa Brava, and the Pyrenees, exemplifies how quality of life and business dynamism can be combined.

However, the most notable contrast lies between rural and urban areas. Urban zones, despite economic growth, rising GDP, and population concentration, are also affected by poverty and social conflict. In contrast, rural areas maintain a slower pace of life but suffer from depopulation, aging populations, and a lack of services.

**Running north to south, the C-17 road and the R3 railway line connect Barcelona to France via Latour-de-Carol.**



Osona's total population of 165,299 is unevenly distributed. Around 130,500 people (79%) live along this axis, where most of the population, economic activity, and urban fabric are concentrated, including the region's three largest cities: Vic, the capital, with 48,235 inhabitants; Manlleu, with 21,182; and Torelló, with 14,922. In contrast, 29 out of the 50 municipalities have fewer than 2,000 inhabitants.

The significant imbalance between urban and rural areas creates a major challenge for the integration and balanced development of the county, including in terms of mobility. The first Competitiveness Reports published by the Osona Socioeconomic Observatory had already concluded that **mobility shapes people's educational and professional trajectories**, highlighting the need to rethink current mobility patterns.

## 4.1.2. Background on Sustainable Mobility

In recent years, Osona has experienced growing interest in sustainable mobility, with initiatives that have laid the groundwork for the IAP. Key projects have been promoted, such as the **Osona Mobility Roundtable<sup>1</sup>** (2020), the **Master Plan for Interurban Cycling Routes** in the Vic Plain (2021), the **Railway Proposal for the R3 Corridor** (2022), and the update of the **Public Transport Map** (2022).

These efforts, together with the 2021 **Analysis of Mobility in the County of Osona** and various municipal and sectoral strategies, revealed the need for a unified vision. The Integrated Action Plan was created to provide this common strategic framework and address the planning gaps identified.



**The territory recognises the need for a shared strategy to address mobility countywide.**

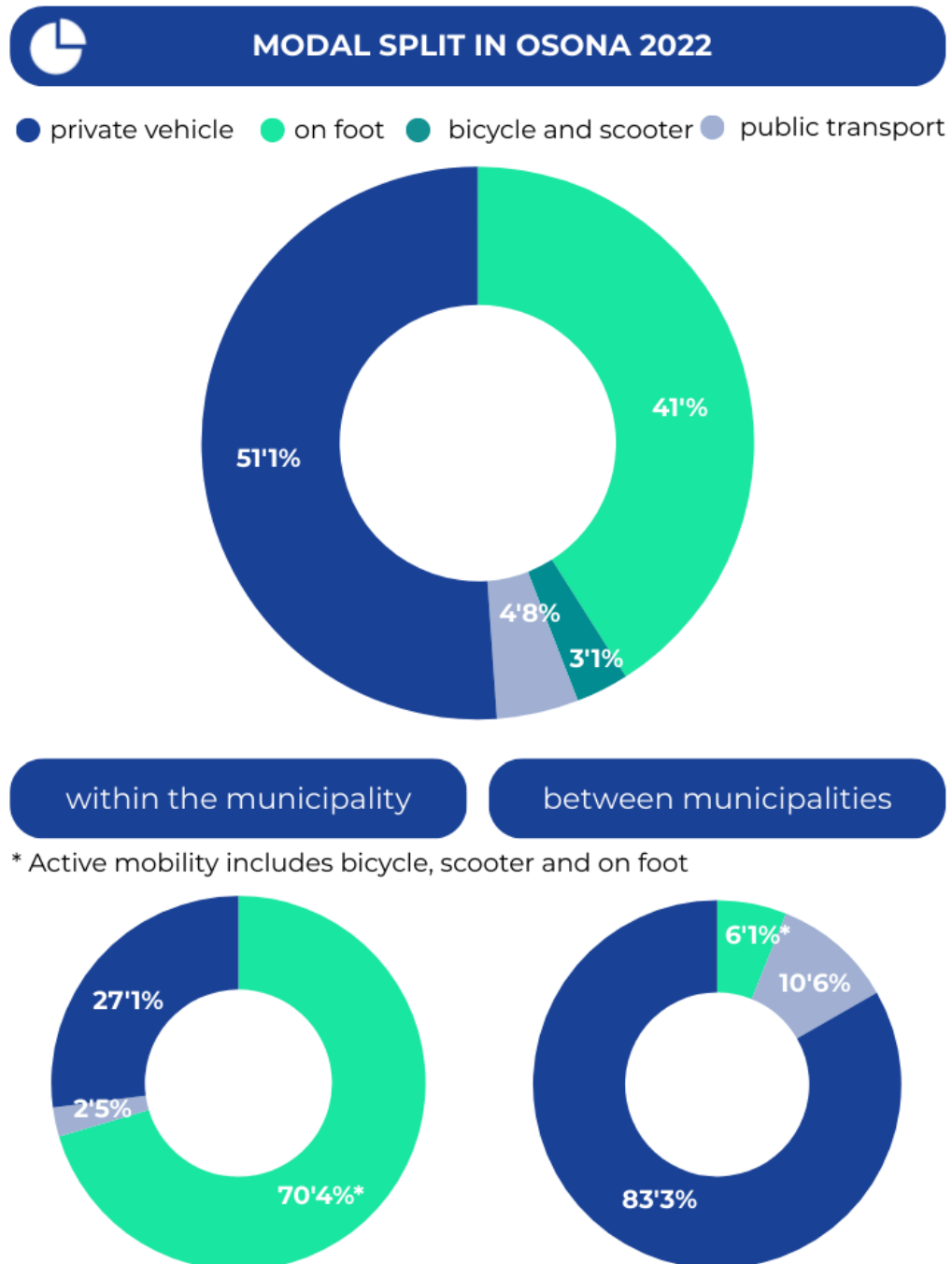
The drafting of this Integrated Action Plan aims to create this strategic, consensus-based framework.

<sup>1</sup> Driven by five civic organisations—Osona amb Bici, PTP, Perquè no ens fotin el tren, Usuaris E-12 and Som Mobilitat—and supported by the Osona County Council.



### 4.1.3. Baseline Data

The data show a **clear dependence on private vehicles**, which account for 51.1% of all trips and **83.3% of trips between municipalities**. On the other hand, active mobility represents 6'1% of mobility between municipalities, but reaches up to 70.4% for proximity-based activities within the same municipality.





## MOBILITY IN OSONA INITIAL DATA

92% journeys within Osona

A.

Use of public transport 4'8%

B.

72% driver only

C.

Ind. Estates  
80% by car  
70% < 10 km

D.

Concessions  
beginning S.XX  
end in 2028

E.

**A.** **92% of all trips made in Osona take place within the county,** with Barcelona being the main destination outside Osona. **38% of trips within Osona occur between different municipalities.** For trips within the same municipality, **active mobility accounts for around 41%.**

**B.** **Only 4.8% of trips in Osona are made by public transport,** which is perceived as not competitive in terms of time and cost, not very functional due to its radial structure towards Vic, and frequently affected by service disruptions. This rate is the lowest among the non-metropolitan counties of Catalonia.

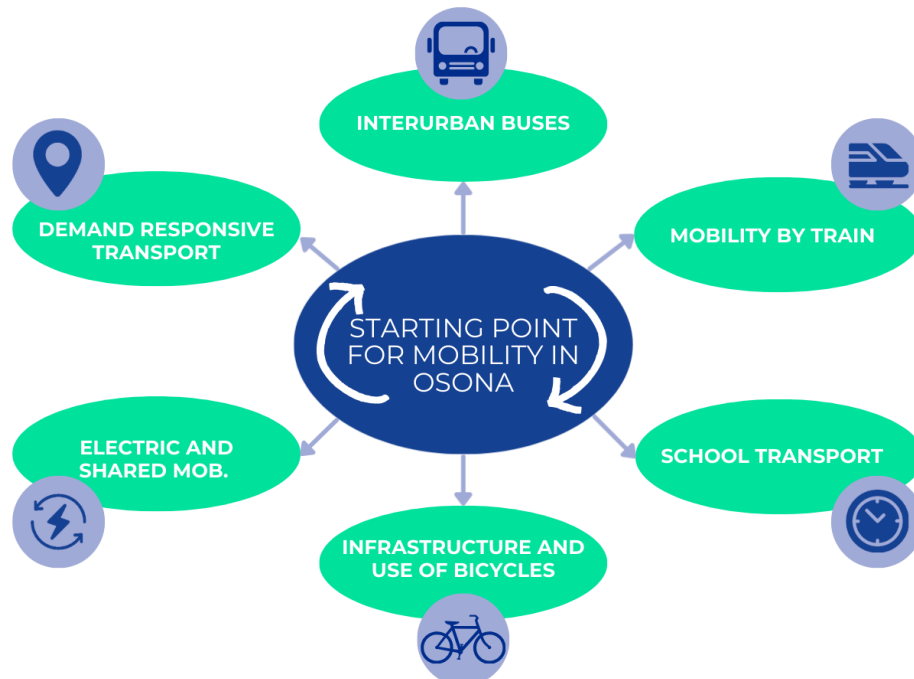
**C.** The **Mobility Analysis of Osona** carried out by the **Osona Socioeconomic Observatory in 2021** indicates that the county continues to exhibit mobility patterns typical of the 1980s, dominated by private vehicles and very low occupancy, as **72% of trips are made by the driver alone.**

**D.** Regarding mobility in the industrial estates of Gurb and Vic, which host 640 companies and more than 9,000 workers, **70% of workers live less than 10 km from their workplace,** and most come from Vic and Gurb. **80% commute by car** or motorcycle, 18% travel on foot, by bicycle or scooter, and **only 1% use public transport.**

**E.** The **interurban bus system in Osona was granted** in concession to private operators in the **mid-20th century.** The concessions have been periodically extended—many in 2003—and will **expire in 2028,** when the entire service will have to be re-tendered.

## 4.2. OSONA STARTING POINT

### 4.2.1. Mobility in Osona in 2023, by areas



#### INTERURBAN BUSES

**Predominantly radial structure centered on Vic**, connecting small municipalities and rural areas.

**Concession system inherited from mid- 20th century**, a source of dysfunctions, in force until 2028.

**Fare integration with the ATM**, but with **4 disfunctional zones**.

**Low intermodality**, non-clockface timetables, **intervals often >60 min.**

**Very low occupancy on lines with limited service.**

**Rising demand on reinforced lines:** e12, Vic–Manlleu–Torelló, and inter-county connections.

**Vic and Calldetenes have urban bus services.**

**No night bus service** and very limited Sunday service.

#### MOBILITY BY TRAIN

**R3 line of Rodalies de Catalunya**, with services operating both as regional and suburban rail.

**Ongoing incidents** due to lack of maintenance and investment; **service quality has deteriorated** over recent decades.

Railway infrastructure ownership: **Adif**.

Service ownership: **Government of Catalonia** (operated by Renfe).

ATM **integrated fare system** up to Sant Quirze de Besora.

In **2021**, the **R3 Technical Office** was created as an interlocutor to drive improvements on the line.





## DEMAND RESPONSIVE TRANSPORT

**11 existing DRT lines** in Osona.

**2010:** The implementation of the first DRT services in the county began.

**2019: Sagalés On Demand app** is implemented with a growth of users.

**On-demand stops** within regular lines are commonly used.

The lines with at least **3 expeditions/day/sense** work best.

The lines with **reduced offer** have very few users.

The lines with **daily demand** could be converted to **regular services**.



## SCHOOL TRANSPORT



The **CCO** organizes compulsory education **school transport**.

**Unused seats** are offered to **post-compulsory** education students.

In **Bisaura** and part of **Lluçanès**, “**open-door**” agreements are in place.

There are **regulatory doubts** about the continuity of these agreements.

Occasionally, the CCO provides **school taxi** for isolated rural areas.

CCO **grants transport scholarship** to students without access to the service.



## MOB. ELECTRIC AND SHARED

Osona Local Energy Agency (ALEO) **promoting electric mobility**.

Osona has **44 public recharging points** for electric vehicles.

Strategic Plan for New Energy in Osona **includes electric mobility**.

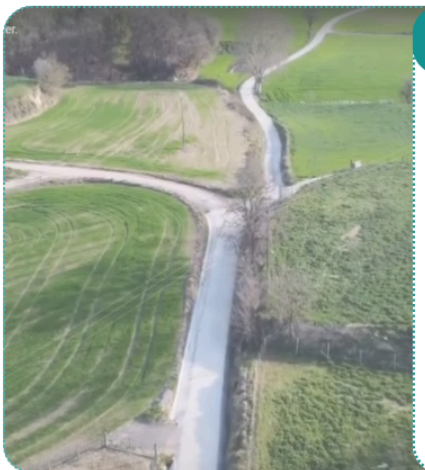
Som Mobilitat: **12 carsharing vehicles shared** between city councils, companies and entities.

**28 self-consumption** energy communities, some with an interest in carsharing.

Detected **informal carpooling groups** organized via social networks.

In **2011**, Vic is left without public bicycle service due to lack of users.





#### INFRAESTR. AND USE OF THE BICYCLE



**Osona amb Bici** promotes bicycle use across the county.

OsonaBici APP includes **26 routes** and **over 200 km** of safe network.

**13 schools** in Osona use the **“Bicibús” APP** by Canvis en Cadena.

In **2021**, the CCO drafted the **Master Plan for interurban cycle routes** in the Plana de Vic.

The Plan proposes **41 interurban routes**, prioritized into three levels.

The Plan is **non-binding** and shows **governance shortcomings** between administrations.

There is a **lack of secure bike parking** at bus stops and train stations.

There are **discontinuities** in the cycling network, with a predominantly **municipal-focused** approach.

## 4.2.2. Lack of intermodality in Osona

**Beyond the specific mobility situations observed in each area of the county, there is a transversal and widespread issue: the lack of intermodality between the different transport modes available in the territory.**

The current configuration of public transport stems from an inherited system of bus concessions and from the division of competencies between road transport (Government of Catalonia) and rail transport (State administration). This has resulted in a service offer shaped by a predominantly single-mode vision.

**Interurban bus lines do not connect with each other, and many run in parallel without coordination.**

**They are mainly directed towards Vic, but also to Manlleu and Torelló, without considering nearby train stations along the route.**

Stations and stops offer limited infrastructure to support intermodality with bicycles, PMVs or electric vehicles, and options such as carsharing or park-and-ride are often lacking. In addition, restrictions apply to carrying bicycles or PMVs on public transport. Altogether, these factors hinder the development of a mixed and sustainable mobility system, despite ongoing efforts to expand the cycling network and promote active mobility.



## 4.3. PROBLEM DEFINITION

The prior diagnosis and recent studies—particularly the **Osona Mobility Analysis 2021**—had already highlighted that territorial inequalities, the lack of alternatives to private vehicles and the low level of coordination between services were shaping daily life and limiting opportunities across the county. This starting point was reviewed and updated during the first meeting of the **URBACT Local Group**.

### 4.3.1. Pre-existing Negative Consequences

Previous studies had already identified the main consequences of the absence of an alternative mobility system, which are summarised in the following chart:

#### CONSEQUENCES



Restricts training and work itineraries of inhabitants

Disconnection and loss of opportunities in rural areas

Highlight socio-economic differences

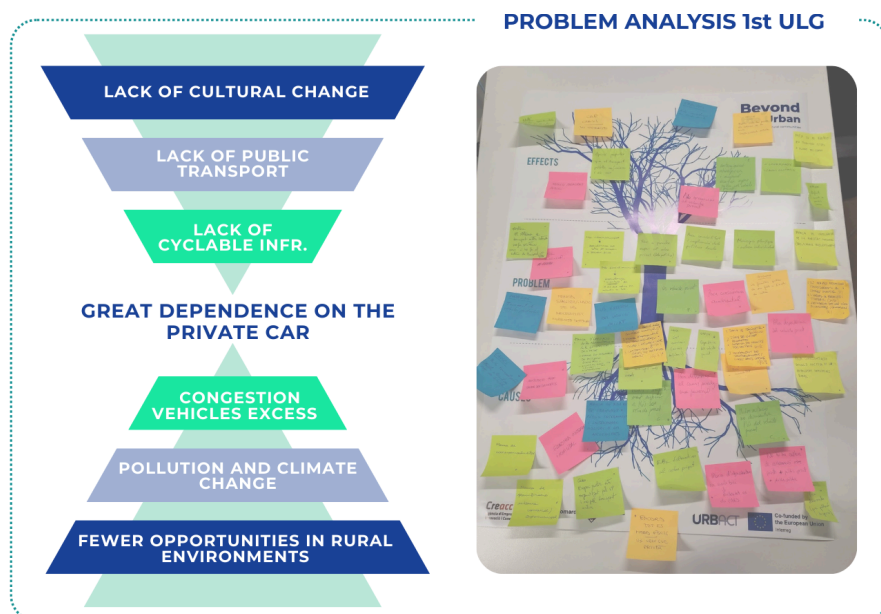
Contributes to the existing air quality problem

Traffic saturation at peak hours and activity spots

High dependence on private cars

### 4.3.2. Problem tree

At the first meeting of the URBACT Local Group (January 2024), the initial diagnosis was reviewed and the main problem and its root causes were collectively identified, as illustrated in the problem tree.



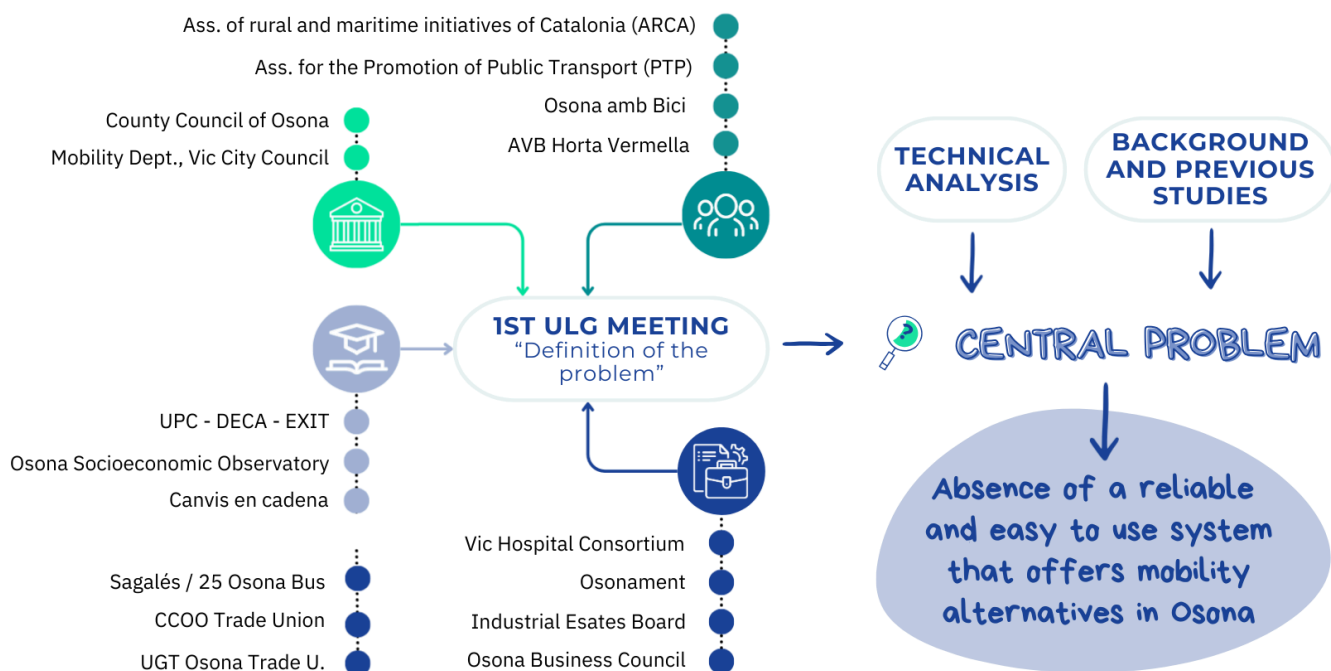
### 4.3.3. Stakeholders and Central Problem

This first session had limited participation from political representatives. The outcomes therefore reflect the perspective of civil society, which **identified dependence on private vehicles as the key structural problem**, closely linked to **cultural habits**, the **limited availability of public transport** and the **insufficient cycling infrastructure**.

The most significant effects include excessive traffic, pollution, reduced opportunities in rural areas and difficulties accessing reliable and user-friendly mobility options.

In summary, the key points emerging from the participatory process are:

- **Central problem:** the absence of a reliable and user-friendly alternative mobility system.
- **Main causes:** insufficient cultural shift, limited public transport offer and lack of cycling infrastructure.
- **Main effects:** congestion, pollution<sup>2</sup> and rural disconnection.



Building on this shared diagnosis, the IAP defines the actions needed to provide a structural, coordinated and sustainable response to Osona's mobility challenges.

<sup>2</sup> A more detailed diagnosis can be found in the [Osona Air Quality Improvement Plan 2025-2035](#).

**5.**

## **Overall Logic**

Vision, Objectives and Areas of Intervention of the IAP

**5**

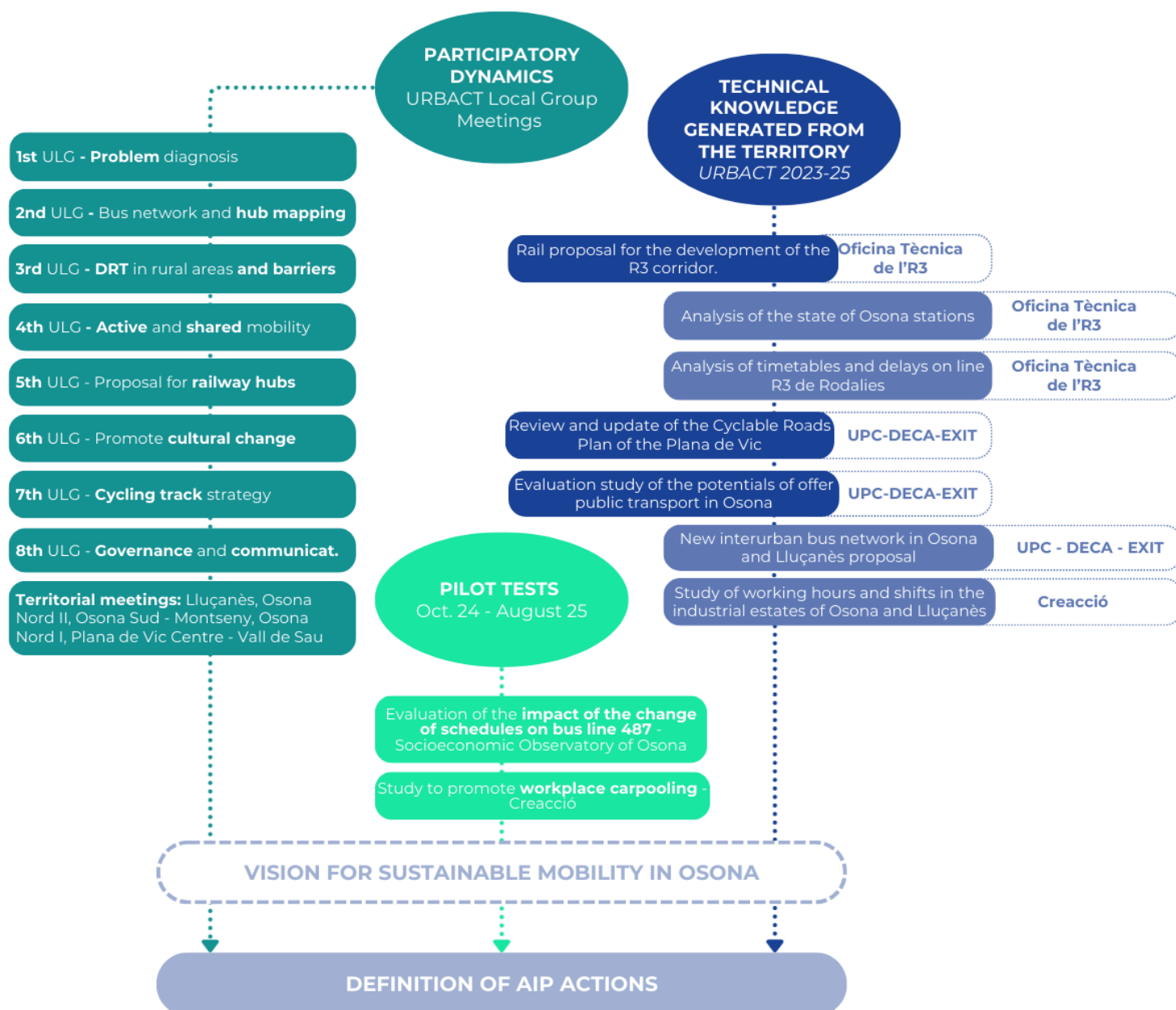


## 5.1. VISION, OBJECTIVES AND AREAS OF INTERVENTION

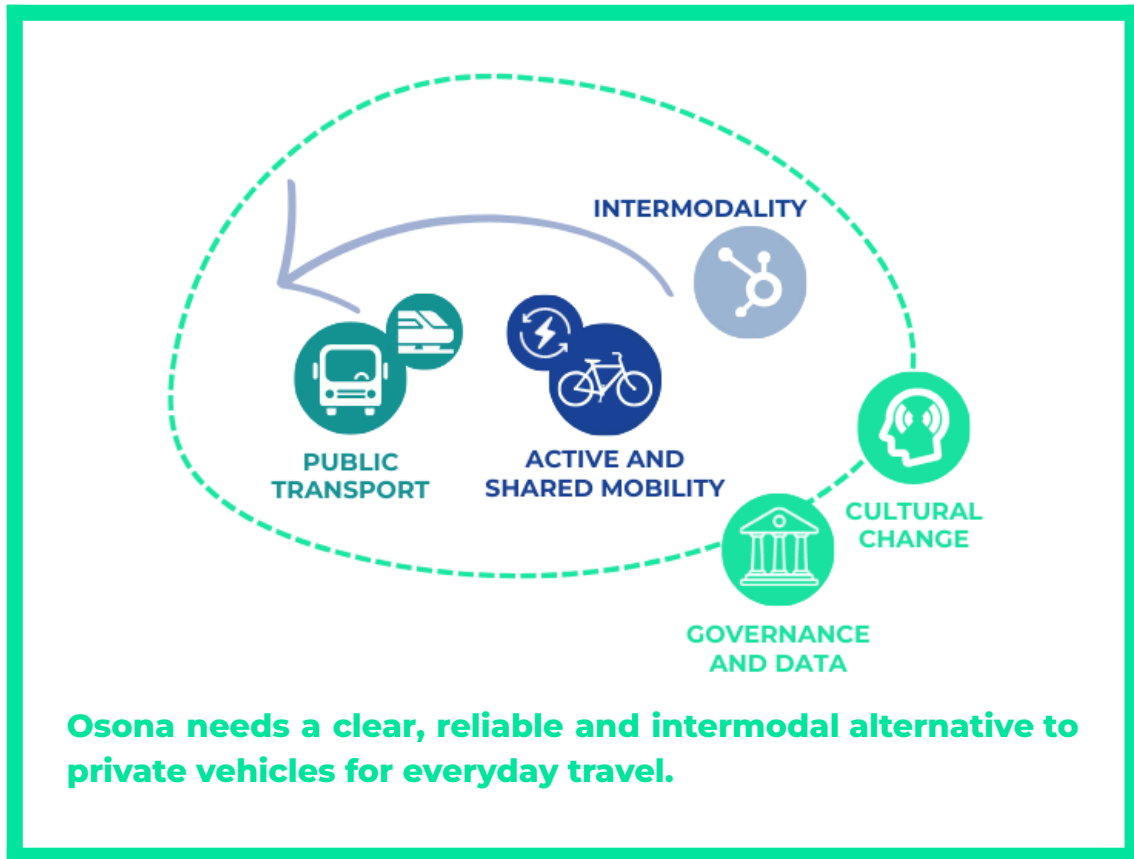
### 5.1.1. How it was developed

Building a shared and collective vision for the future of mobility in Osona has been a complex process that **incorporated** the perspectives and interests gathered during the **participatory sessions of the URBACT Local Group and the Osona Steering Group**.

In addition, the process involved the direct **engagement of the technical teams** from the Osona County Council, Creacció, the R3 Technical Office and the UPC School of Civil Engineering.



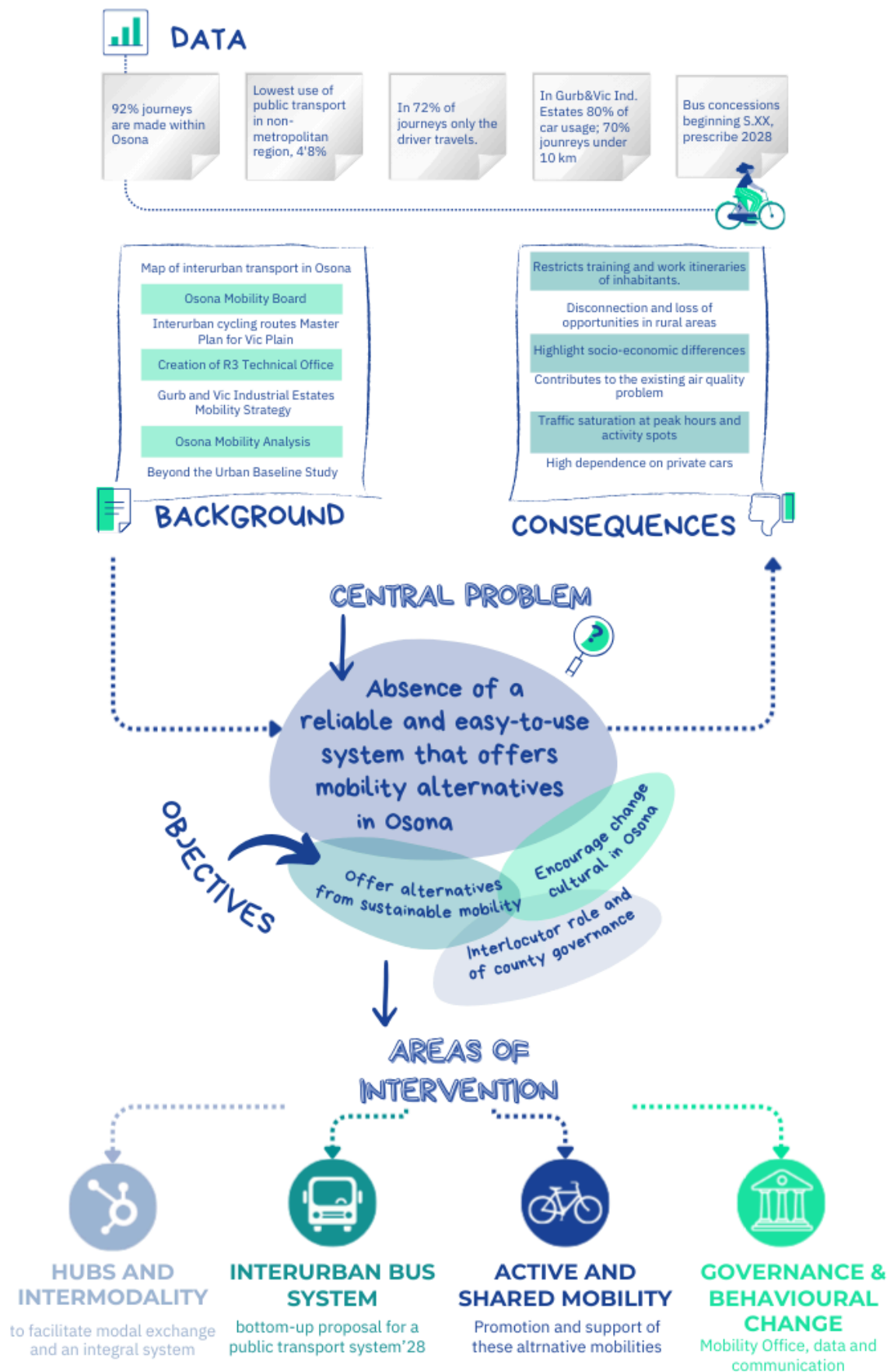
## 5.1.2. A Vision for Osona



Osona aspires to an integrated mobility model where **public transport, active mobility and shared mobility operate in a coordinated and intermodal way**, ensuring accessibility for all municipalities, including those in rural areas. This vision is sustained by strong **county-level governance with data-based decision-making**, coordinating and evaluating actions according to shared criteria.

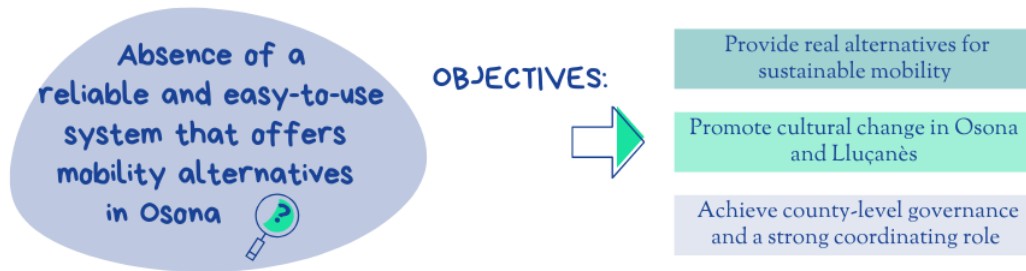
For this system to work, **cultural change is essential**: people need clear information, safe infrastructure and real alternatives to private car use. With this combination—a robust public transport system, a comprehensive cycling and shared mobility network, strong governance and decisive support for behaviour change—Osona can move towards more accessible, healthy and sustainable mobility for everyone.

All analytical work, problem definition and key ideas are presented in detail in the following graphic:



### 5.1.3. Strategic Objectives

To achieve this vision, **three key objectives** are set:



#### Provide real alternatives for sustainable mobility (MS)

A system built around **coherent and intermodal public transport** that meets county-wide mobility needs, complemented by infrastructure and **promotional measures for active and shared mobility**.

#### Promote cultural change in Osona and Lluçanès (CC)

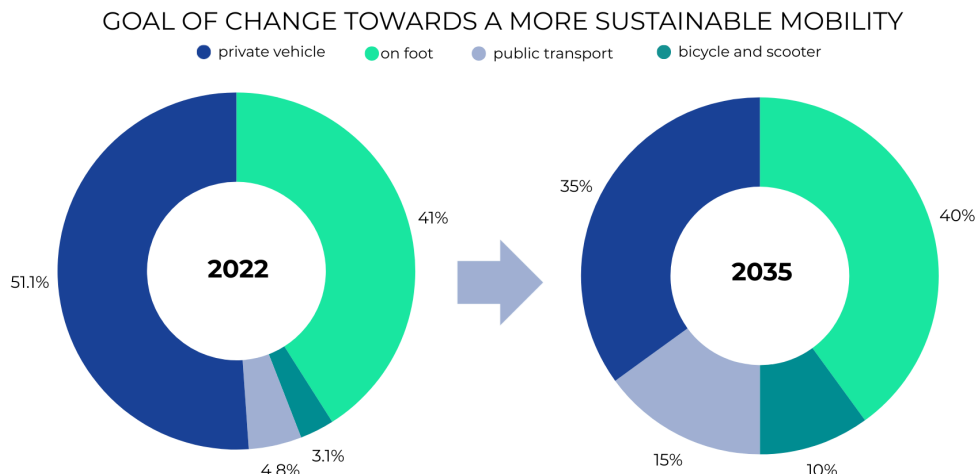
Encourage **cultural and behavioural change** by highlighting healthier, more efficient and environmentally respectful options, through communication, education, Testing Actions (SSA) and tailored support—making sustainable choices the easy choices.

#### Achieve county-level governance and a strong coordinating role (GC)

Through tools such as shared data systems, technical coordination, the Mobility Roundtable, the County Mobility Office and a mobility dashboard, the aim is to ensure implementation of the Plan while strengthening **collaboration among administrations**, operators and citizens.

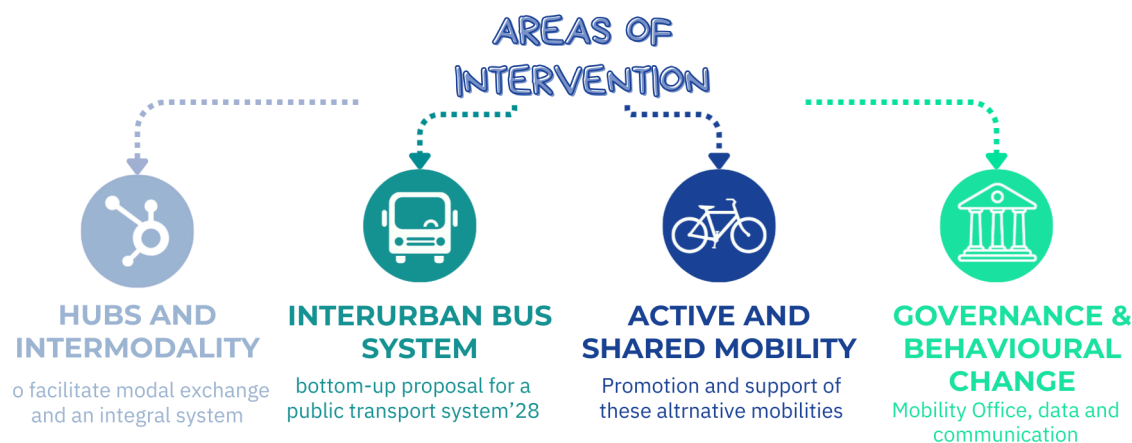
### 5.1.4. Target Data

To measure the success of the Plan, a quantifiable objective is set: to increase public transport use from 4.8% to 10%, and to reduce private vehicle use from 51.1% to 35% over the implementation period (2026–2035).



## 5.1.5. Areas of Intervention

Based on the key themes of the Vision for Osona and in line with the proposed actions, the areas of intervention are structured as follows:



### HUBS AND INTERMODALITY

Train and bus must form a coherent public transport system that is coordinated and complementary. This system should facilitate modal interchange, integrating electric, shared and active mobility within its spaces. Work is carried out with the support of the R3 Technical Office to build this county-wide vision, while identifying and promoting non-rail intermodality hubs.

### INTERURBAN BUS SYSTEM

In parallel, the objective for the road-based public transport network is to present a proposal for the new transport map being prepared by the Government of Catalonia for 2028—one that responds to natural mobility flows between municipalities, reflects local dynamics, and strengthens inter-county public transport connections.

### ACTIVE AND SHARED MOBILITY

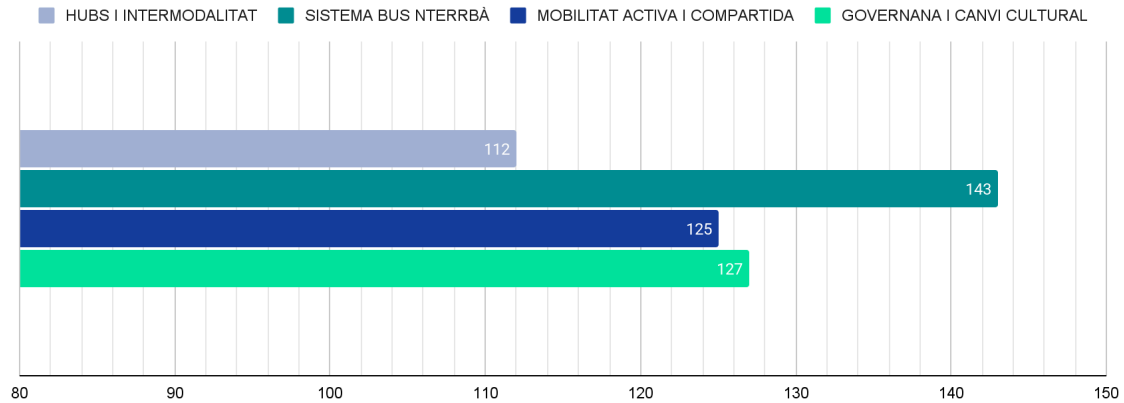
This area promotes interurban cycling infrastructure and its coordination with urban networks. It also encourages collaborative mobility, a workplace carpooling app, and the expansion of electric charging infrastructure, particularly supporting carsharing. Finally, it supports educational and training activities in academic and workplace settings.

### GOVERNANCE AND BEHAVIOURAL CHANGE

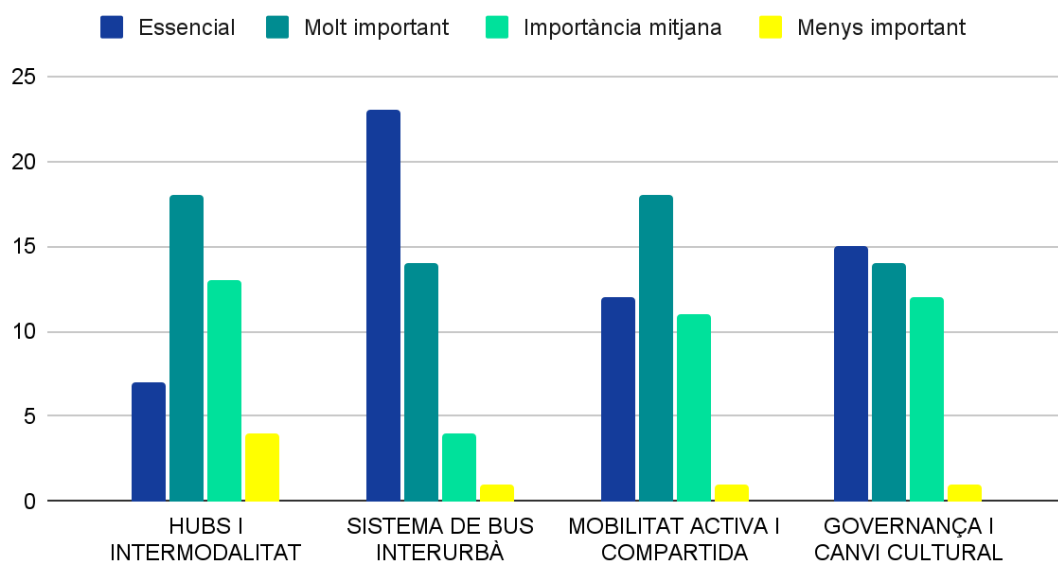
A county-level technical team is needed to coordinate municipalities, manage updated mobility data and guarantee shared governance for an efficient and coherent mobility system. At the same time, cultural change is promoted through communication, education and citizen engagement, with the support of schools and companies to encourage sustainable mobility habits.

## Prioritisation of Areas of Intervention

During the prioritisation workshop with the URBACT Local Group of Osona, **a total of 42 representatives participated**, including administrations, municipalities, associations, civic organisations, academia and the business sector. The relative weighting of the areas of intervention is as follows:



The detailed distribution of weights is presented below:



**6.**

# Action Planning Details

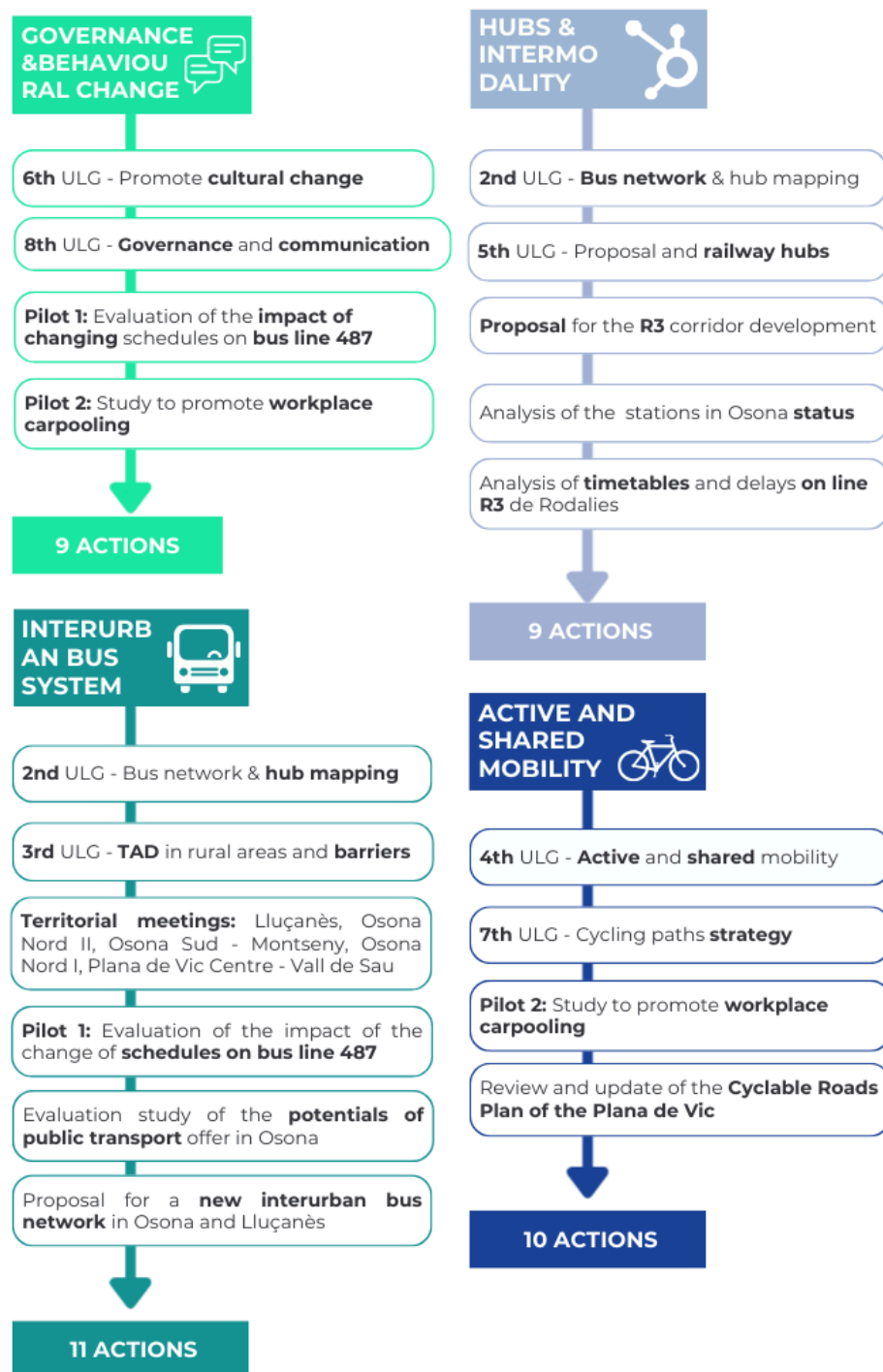
Overview, Details of the IAP Actions  
and Action Prioritisation.

6

## 6.1. PLANNED ACTIONS OVERVIEW

### 6.1.1. Origin of the actions and summary table

All actions have been defined based on the proposals collected during the meetings of the **URBACT Local Group of Osona**, the conclusions of the Testing Actions (SSA) and the knowledge generated within the territory by experts and technical teams throughout the development of the project, as follows:





ACTIONS		Lead Entity	Term
<b>GOVERNANCE AND BEHAVIOURAL CHANGE</b>			
CC1	Communication of Osona's Mobility Strategy	County Council	SHORT
CC2	Consolidation of the Osona Mobility Office	County Council	SHORT
CC3	Formalisation of the Osona Mobility Roundtable	County Council	SHORT
CC4	Data Management and Autonomy	Socioeconomic Ob.	MEDIUM
CC5	Periodic Mobility Analyses	Socioeconomic Ob.	MEDIUM
CC6	County-wide Communication and Behavioural Change Camp.	County Council	SHORT
CC7	Support for Companies in Improving Workplace Mobility	Creació	MEDIUM
CC8	Mobility Manual for Event Organisers	County Council	MEDIUM
CC9	Educational Activities and Bikebus	Municipalities	SHORT
<b>HUBS AND INTERMODALITY</b>			
HI1	Unified Fare Zone	ATM Barcelona	MEDIUM
HI2	Intermodality at R3 Stations	Municipalities	MEDIUM
HI3	Bus-Train Coordination of Timetables and Stops	GenCat Territory	MEDIUM
HI4	Integrated Mobility and Cultural Information at Hubs	County Council	MEDIUM
HI5	Improvement of Railway Service on the R3 Corridor	R3 Tec. Office	LONG
HI6	Maintenance and Activation of Station Spaces	R3 Tec. Office	MEDIUM
HI7	Consolidation of Non-Rail Intermodality Hubs	Municipalities	MEDIUM
HI8	Renewal of Rural Bus Stops	Municip./GenCat	MEDIUM
HI9	Online and Real-Time Information at Stops and Hubs	Territory GenCat	LONG
<b>INTERURBAN BUS SYSTEM</b>			
PT1	Municipal Public Transport Information Points	Municipalities	SHORT
PT2	Hierarchisation of the Bus System	GenCat Territory	MEDIUM
PT3	Clockface Timetables for Bus-Bus and Bus-Train Services	GenCat Territory	MEDIUM
PT4	Optimisation and Simplification of Bus Routes	Ajunt./GenCat	SHORT
PT5	New Interurban Bus Routes	GenCat Territory	MEDIUM
PT6	DRT Stops on Regular Routes	GenCat Territory	SHORT
PT7	DRT Transport in Rural or Low-Density Areas	GenCat Territory	SHORT
PT8	Synergies with School Bus Services	Territory/Education	MEDIUM
PT9	Clear Naming and Timetables for Routes	GenCat Territory	SHORT
PT10	Improvements to the DRT Management App	Operadora servei	SHORT
PT11	Dissemination of the 2028 interurban transport map	County Council	MEDIUM
<b>ACTIVE AND SHARED MOBILITY</b>			
AS1	North-south cycling axis from Orís to Aiguafreda	County C./Municip.	LONG
AS2	Implementation of the Vic Plain Cycling Routes Master Plan	County C./Municip.	LONG
AS3	Connection of urban and interurban cycling networks	Municipalities	MEDIUM
AS4	Improvement of existing nodes and paths	Municipalities	SHORT
AS5	Shared bicycle service	Vic City Council +	MEDIUM
AS6	Rural leisure and cultural cycling routes	County Council	SHORT
AS7	App for carpooling	County Council	SHORT
AS8	Electric charging infrastructure	County Council	MEDIUM
AS9	Integration of bicycles and PMDs into public transport	GenCat Territory	LONG
AS10	Joint taxi services between neighbouring municipalities	GenCat Territory	MEDIUM

## 6.2. DETAILED ACTION TABLES



### CC1: COMMUNICATION OF OSONA'S MOBILITY STRATEGY

<b>DESCRIPTION:</b> The objective is to ensure clear communication of the 2035 Regional Mobility Strategy, primarily to the stakeholders involved in its development, but also to the wider public. The campaign will include digital, in-person and audiovisual formats to disseminate the URBACT project documentation, its objectives, the processes undertaken and the transformative nature of the project. Content may be adapted for different target groups, using visual materials, travelling exhibitions, information sessions or dissemination through local media.		<b>TYPE:</b>
		soft
		<b>TERM:</b>
		short
		<b>RESPONSIBLE:</b>
		Osona County Council
		county-level
<b>OBJECTIVES:</b>	<b>FUNDING:</b>	<b>COST:</b>
Promote behavioural change Governance and County reference role	DiBa COD.327727, COD.430304 Own Funds	60.000€
<b>STAKEHOLDERS:</b>	<b>KEY INDICATORS:</b>	
Creacció, Municipalities in Osona and Lluçanès, ULG members, Osona Mobility Roundtable, R3 Technical Office	Communication in county-level and supra-county media ( <i>number of publications</i> ) Dissemination sessions ( <i>total number</i> ) Attendees ( <i>number per event and total number</i> ) Digital content ( <i>number of views per medium</i> )	

### CC2: CONSOLIDATION OF THE OSONA MOBILITY OFFICE (OTR3+URBACT)

<b>DESCRIPTION:</b> The plan proposes establishing a Mobility Office for Osona, which will work in direct coordination with the OTR3 Technical Office in order to build on the progress achieved throughout the URBACT project. This office will provide direct support to municipal councils across the county and will centralise the management, monitoring and coordination of all actions related to sustainable mobility, facilitating the implementation of the Integrated Action Plan (IAP) at the county level. It will be responsible for planning and monitoring mobility initiatives, managing synergies with other projects and stakeholders involved. In addition, the office will maintain close collaboration with municipalities to identify local needs and promote actions that improve mobility county-wide, ensuring an efficient and shared response.		<b>TYPE:</b>
		soft
		<b>TERM:</b>
		short
		<b>RESPONSIBLE:</b>
		Osona County Council
		county-level
<b>OBJECTIVES:</b>	<b>FUNDING:</b>	<b>COST:</b>
Governance and County reference role	Inter-municipal Agreement FEDER RSO5.2 Non Urban 169.	70.000€ yearly
<b>STAKEHOLDERS:</b>	<b>KEY INDICATORS:</b>	
Creacció, Municipalities in Osona and Lluçanès, ULG members, Osona Mobility Roundtable, R3 Technical Office	Completion of the selection process ( <i>yes/no</i> ) Hiring of technical staff ( <i>total number per year</i> ) Funds and grants obtained ( <i>total number and €</i> ) Implementation of CCO actions in the IAP ( <i>in %</i> )	

### CC3: FORMALISATION OF THE OSONA MOBILITY ROUNDTABLE

<b>DESCRIPTION:</b> The proposal is to formalise the Osona Mobility Roundtable as a coordination and decision-making body for all mobility-related matters in the county. The Roundtable will be composed of representatives from the Osona Mobility Roundtable (2020–2022), members of the URBACT Local Group (2023–2025) and other entities involved in sustainable mobility. Its role will be to monitor the implementation of the Plan, review and update priorities, act as the participatory body for the Sustainable Mobility Strategy and ensure an integrated approach that reflects the diversity of stakeholders (civil society organisations, academic institutions, businesses and public administrations). The Roundtable aims to become a formally recognised entity by the Department of Territory of the Government of Catalonia.		<b>TYPE:</b> soft
		<b>TERM:</b> short
		<b>RESPONSIBLE:</b> Osona County Council
		county-level
<b>OBJECTIVES:</b> Governance and County reference role Promote behavioural change	<b>FUNDING:</b> DiBa COD.433002 FEDER RSO5.2 Non Urban 169. Own Funds	<b>COST:</b> 9.500 € activation 5.500 € yearly
<b>STAKEHOLDERS:</b> Creacció, Municipalities in Osona and Lluçanès, ULG members, Osona Mobility Roundtable, R3 Technical Office.	<b>KEY INDICATORS:</b> Formalisation of the Roundtable ( <i>yes/no</i> ) Periodic sessions ( <i>annual number</i> ) Committees established and sessions held ( <i>total number; number per committee</i> ) Diversity of representatives ( <i>total number; % diversity</i> ) Participant satisfaction in sessions ( <i>annual</i> )	

### CC4: DATA MANAGEMENT AND AUTONOMY

<b>DESCRIPTION:</b> The action aims to ensure full autonomy in the management and analysis of mobility data within the territory, enabling informed decision-making and the proactive improvement of mobility policies. The Socioeconomic Observatory will be reinforced as the legitimate body responsible for managing mobility data for Osona and Lluçanès, reducing dependency on data provided by external institutions. To guarantee proper mobility management and evaluation, it will be essential to strengthen the team’s technical and technological capacities. This will make it possible to develop a robust data infrastructure, allowing the territory to assess the impact of actions and adapt mobility policies in an agile and timely manner, responding effectively to local needs.		<b>TYPE:</b> soft
		<b>TERM:</b> medium
		<b>RESPONSIBLE:</b> Osona Socioeconomic Observatory
		county-level
<b>OBJECTIVES:</b> Governance and County reference role	<b>FUNDING:</b> Horizon EU (Digital / Data Spaces), FEDER RSO1.1 I+D+I 012. (RIS3CAT) Digital Europe DIGITAL-2026-DATA-01 (European Data Spaces), DIGITAL-2026-GOV-INTEROP-01 (Public Sector Interoperability)	<b>COST:</b> 60.000 € yearly
<b>STAKEHOLDERS:</b> Metropolitan Transport Authority, Osona County Council, Vic University, Catalonia Polytechnic University, DiBa, CGIM, Territory Dept. Gencat.	<b>KEY INDICATORS:</b> Hiring of expert(s) ( <i>annual total number</i> ) Collaboration with universities ( <i>projects per year</i> ) Information provided to decision-making bodies ( <i>number of requests</i> ) Corrective measures or adjustments ( <i>annual num.</i> )	

## CC5: PERIODIC MOBILITY ANALYSES

<b>DESCRIPTION:</b> To evaluate the evolution of sustainable mobility in Osona and assess the effectiveness of the measures being implemented—while also enabling corrective actions or a reprioritisation of the Plan—we need access to specific data which, at present, can only be obtained through on-the-ground studies. It is proposed to carry out a comprehensive mobility analysis for Osona in 2027 and again in 2030, before and after the changes to the bus system planned for 2028. The study will follow the methodology of the 2021–22 Mobility Analysis of Osona, complemented with new data sources and updated indicators. It will also include a Daily Mobility Survey adapted to rural areas.		<b>TYPE:</b> soft
		<b>TERM:</b> medium
		<b>RESPONSIBLE:</b> Osona Socioeconomic Observatory
		county-level
<b>OBJECTIVES:</b> Governance and County reference role	<b>FUNDING:</b> Horizon EU (Climate, Energy and Mobility) ESPON Targeted Analyses DiBa COD. 450041	<b>COST:</b> 40.000 € / analysis
<b>STAKEHOLDERS:</b> Metropolitan Transport Authority, Territory Dept. Gencat, CGIM, Institut Metròpoli (ATM), DiBa, Osona County Council.	<b>KEY INDICATORS:</b> Completion of studies in 2027 and 2030 Repetition of the study every 5 years	

## CC6: COUNTY-WIDE COMMUNICATION&BEHAVIOURAL CHANGE CAMPAIGN

<b>DESCRIPTION:</b> To foster behavioural change among citizens, periodic county-level campaigns will be designed and implemented to promote sustainable mobility in Osona and Lluçanès. Messages will be tailored to different target groups (young people, families, workers, older adults) and will combine physical and digital channels, including fairs, social media, videos and street-level actions. The campaigns will apply nudging and behavioural marketing techniques, focusing on aspects such as health, cost and freedom. Participatory activities—such as collective challenges and visibility on key dates—will also be organised to actively engage the community. The campaigns will be coordinated with municipal councils and local organisations to ensure decentralised implementation and to monitor communication impact effectively.		<b>TYPE:</b>
		soft
		<b>TERM:</b>
		short
		<b>RESPONSIBLE:</b>  Osona County Council
		county-level
<b>OBJECTIVES:</b> Promote behavioural change Governance and County reference role	<b>FUNDING:</b> DiBa COD.430301, COD.430304 Fundació La Caixa – Environment EU4Health (HaDEA health and sustainable behaviours)	<b>COST:</b> 25.000 € yearly
<b>STAKEHOLDERS:</b> Creacció, PTP, Osona amb Bici, Canvis en Cadena, CCOO, UGT and other specific stakeholders pending on the target.	<b>KEY INDICATORS:</b> Increase in public transport users ( <i>in %</i> ) Increase in active mobility ( <i>in %</i> ) Impact of actions ( <i>number of attendees</i> ) Impact of media campaigns ( <i>number of views</i> ) Activities carried out ( <i>annual number of activities</i> )	

## CC7: SUPPORT FOR COMPANIES IN IMPROVING WORKPLACE MOBILITY

<b>DESCRIPTION:</b> This action aims to provide information, guidance and technical support to companies in Osona to strengthen the development, implementation and improvement of their Workplace Travel Plans (WTPs). The objective is to enhance workplace mobility, reduce emissions and promote employee well-being. Technical assistance will support companies in analysing commuting patterns, designing tailored measures and promoting the implementation of Testing Actions, as well as fostering collaboration between organisations to exchange knowledge and good practices. In addition, companies will receive information on grants and financial incentives related to sustainable mobility in the workplace.		<b>TYPE:</b> soft
		<b>TERM:</b> medium
		<b>RESPONSIBLE:</b> Creació & municip. Economic Promotion Offices
		municipal
<b>OBJECTIVES:</b> Sustainable mobility alternatives Promote behavioural change Governance and County reference role	<b>FUNDING:</b> DiBa COD.458499 EIT Urban Mobility (workplace pilots), EU4Health EU4H-2024-PJ-04 (active mob. commuting).	<b>COST:</b> 80.000 € (4 years)
<b>STAKEHOLDERS:</b> ATM, Osona County Council, UGT, CCOO, Associació AINEV, Industrial States Board, Osona Enterprise Council and Osona Trade Chamber, Companies with WMP.	<b>KEY INDICATORS:</b> Legally mandated companies with a Wtp ( <i>in %</i> ) Companies with a voluntary WTP ( <i>total number</i> ) Actions, trainings and sessions delivered to companies ( <i>total number, number of attendees and number of companies</i> ) Pilots implemented ( <i>total num., num. participants</i> )	

## CC8: MOBILITY MANUAL FOR EVENT ORGANISERS

<b>DESCRIPTION:</b> This action aims to provide information, guidance and technical support to companies in Osona to strengthen the development, implementation and improvement of their Workplace Travel Plans (WTPs). The objective is to improve workplace mobility, reduce emissions and enhance employee well-being. Technical assistance will help companies analyse commuting patterns, design measures tailored to their specific context and promote the implementation of Testing Actions, as well as collaboration between organisations to exchange experiences and good practices. In addition, companies will receive information on available grants and financial incentives related to sustainable mobility in the workplace.		<b>TYPE:</b> soft
		<b>TERM:</b> medium
		<b>RESPONSIBLE:</b> Osona County Council
		county-level
<b>OBJECTIVES:</b> Governance and County reference role Promote behavioural change	<b>FUNDING:</b> LIFE Governance, Information & Communication. DiBa COD.430301, COD.430304 Municipalities	<b>COST:</b> 15.000 €
<b>STAKEHOLDERS:</b> Vic Fairs and Markets Office, Osona Tourism, DiBa, Vall del Ges Orís Bisaura Consortium, La Plana Commonwealth, Lluçanès Consortium, Guàrdia Urbana Vic, Mossos d’Esquadra.	<b>KEY INDICATORS:</b> Events that use it ( <i>in %</i> ) Events that actively promote alternative mobility ( <i>total number</i> ) Mobility issues detected ( <i>number per event</i> ) Visitors using alternative mobility options ( <i>in %</i> ) Visitor satisfaction level Organiser satisfaction level	

## CC9: EDUCATIONAL ACTIVITIES AND BIKEBUS

<b>DESCRIPTION:</b> Financial and technical support will be provided to projects that promote behavioural change and active mobility, with particular attention to educational initiatives. The call will be launched annually, with a Testing Action during the school year; if successful, it will be formalised within the Sustainable Mobility Strategy. Among other actions, the programme will co-fund bike buses and educational activities that encourage active mobility in schools and among other social groups. The objective is to raise awareness of the environmental, social and health benefits of cycling and to promote sustainable mobility among children and young people.		<b>TYPE:</b>
		soft
		<b>TERM:</b>
		short
		<b>RESPONSIBLE:</b>
		Osona County Council
		municipal
<b>OBJECTIVES:</b>	<b>FUNDING:</b>	<b>COST:</b>
Promote behavioural change	ERASMUS +, DiBa COD.430301, COD. 430302, COD. 430304, COD.430350. Municipalities, local sponsorship	10.000 €
<b>STAKEHOLDERS:</b>	<b>KEY INDICATORS:</b>	
Osona County Council, Vic City Council, other interested municipalities, Canvis en cadena, Osona amb Bici, Educational Centres, AFAs - Families Ass, Creacció, Industrial States Board, Osona 360 Workplace Wellbeing.	Active trips to educational centres ( <i>in %</i> ) Co-funded activities ( <i>annual number</i> ) Participants in activities ( <i>annual number</i> ) Qualitative assessment from participants	



## HI1: UNIFIED FARE ZONE

<b>DESCRIPTION:</b> The proposal is to unify the fare zoning of the Barcelona ATM so that Osona and Lluçanès are included within a single zone, thereby improving intracounty-level mobility, which represents the majority of daily trips (92%). This change would eliminate economic penalties for north–south journeys, particularly benefiting T-16 students and residents of rural areas. A unified zone would also strengthen intermodality between train and bus, positioning the R3 as a “county-level metro”. The process will include consultation with local stakeholders and the preparation of a technical proposal to build consensus around the change. The initiative will be supported by communication and educational actions, as well as subsequent monitoring.		<b>TYPE:</b> soft
		<b>TERM:</b> medium
		<b>RESPONSIBLE:</b> ATM Barcelona
		external
<b>OBJECTIVES:</b> Governance and County reference role Sustainable mobility alternatives Promote behavioural change	<b>FUNDING:</b> Connecting Europe	<b>COST:</b> non budgetary
<b>STAKEHOLDERS:</b> Territory Dept. GenCat, County Council, PTP (public transport promotion ass.), Perquè no ens fotin el tren, Usuaris e-12.	<b>KEY INDICATORS:</b> Increase in public transport users ( <i>in %</i> ) Increase in the relative use of integrated transport tickets ( <i>in %</i> )	

## HI2: INTERMODALITY AT R3 STATIONS

<b>DESCRIPTION:</b> The proposal is to improve intermodality at R3 stations in Osona through a package of interventions that includes installing bus stops at stations that currently lack this service, creating park-and-ride facilities, providing bicycle parking and electric charging points, and facilitating seamless connections with the rail network. The plan also promotes new access routes to the urban fabric and station-area redevelopment based on universal accessibility and active mobility principles. Since station surroundings are often located on municipal land, this enables local authorities to lead and accelerate these improvements. The objective is to transform the stations into efficient intermodal hubs, offering more intuitive transfers and safer, more user-friendly environments.		<b>TYPE:</b> hard
		<b>TERM:</b> medium
		<b>RESPONSIBLE:</b> R3 Technical Office i Municipalities with R3 station
		municipal
<b>OBJECTIVES:</b> Sustainable mobility alternatives Promote behavioural change	<b>FUNDING:</b> EUI Innovative Actions Call 4 FEDER RSO2.8 Urban Mobility 081. PITPC Gencat DiBa COD. 431021, COD.431012.	<b>COST:</b> 9.790.000€
<b>STAKEHOLDERS:</b> Generalitat de Catalunya, RENFE, ADIF.	<b>KEY INDICATORS:</b> Stations with urban environments adapted to intermodality ( <i>number out of 10</i> ) Modal share ( <i>in %</i> ) User satisfaction	



### HI3: BUS-TRAIN COORDINATION OF TIMETABLES AND STOPS

<b>DESCRIPTION:</b> Irregular bus timetables and the lack of coordination with the R3 make transfers difficult and the system unintuitive. The proposal is to reorganise bus services using regular headways (same minute each hour) and to align them with R3 train services, based on a detailed diagnosis of timetables and passenger flows, including transfer monitoring and operational adjustments. Implementation will be phased, starting with the stations and stops with the highest demand and progressively extending to the rest of the county. The expected outcomes include shorter waiting times, more predictable journeys and a more integrated and efficient county-level network, with increased ticket validations and a shift from private car use to public transport. This measure will particularly benefit residents who travel for work, education and essential services, especially in municipalities without railway access.		<b>TYPE:</b>
		soft
		<b>TERM:</b>
		medium
		<b>RESPONSIBLE:</b>
		Territory Dept. Generalitat de Catalunya
		external
<b>OBJECTIVES:</b> Sustainable mobility alternatives	<b>FUNDING:</b> Connecting Europe	<b>COST:</b> non budgetary
<b>STAKEHOLDERS:</b> Osona County Council, related municipalities, PTP, public transport operator, R3 Technical Office.		<b>KEY INDICATORS:</b> Train stations with a bus stop ( <i>number out of 10</i> ) Bus services stopping at stations with coordinated timetables ( <i>in %</i> ) Increase in the relative use of integrated transport tickets ( <i>in %</i> )

### HI4: INTEGRATED MOBILITY AND CULTURAL INFORMATION AT HUBS

<b>DESCRIPTION:</b> The proposal is to integrate mobility information at interchange points through physical or digital panels with a unified graphic identity, coordinated with station managers, municipalities and operators. The panels will display timetables, routes, fares, local points of interest and complementary services (walking routes, cycling routes or taxi services). All materials will be available in Catalan and additional languages, with the same information also accessible online via municipal websites. Functionalities will be included to allow users to contact mobility and safety officers. Beyond improving transfers and the usability of public transport, this action also promotes local tourism, culture and leisure, strengthens county-level identity and facilitates access to local activities.		<b>TYPE:</b>
		hard
		<b>TERM:</b>
		medium
		<b>RESPONSIBLE:</b>
		Osona County Council
		county-level
<b>OBJECTIVES:</b> Promote behavioural change Sustainable mobility alternatives	<b>FUNDING:</b> EUI Innovative Actions Call 4 Creative Europe CREA-INNOVALAB Digital Europe – DIGITAL-2026-SMART-COMM-01 (totems i pantalles) DiBa COD.431012, COD.431021	<b>COST:</b> 150.000€ railway 210.000€ non rail.
<b>STAKEHOLDERS:</b> Municipalities with mobility hubs detected, ADIF, RENFE, Territory Dept. GenCat, Osona Tourism, Osona amb bici and Trekking Clubs, public transport operators, Taxidivers Ass., R3 Technical Office.		<b>KEY INDICATORS:</b> Train stations with integrated information ( <i>total number out of 10</i> ) Non-rail hubs with integrated information ( <i>total number out of 14</i> )

## HI5: IMPROVEMENT OF RAILWAY SERVICE ON THE R3 CORRIDOR

<b>DESCRIPTION:</b> The rail service along the R3 corridor suffers from limitations in capacity, frequency and connectivity, which hinder both intracounty-level mobility and travel along the corridor. The R3 Technical Office works to generate knowledge from within the territory and to ensure that the service responds to local needs. This action aims to guarantee the continuity of this work, supporting the double-tracking of the line and extending the service terminus from Vic to Torelló. The proposal also includes defining faster, regular-interval regional services that connect the main stations and expand both temporal and territorial coverage. The project will be implemented in phases, with functional studies, compatibility assessments with freight traffic and intermodal coordination with bus services.		<b>TYPE:</b>
		hard
		<b>TERM:</b>
		long
		<b>RESPONSIBLE:</b>
		R3 Technical Office
		external
<b>OBJECTIVES:</b>	<b>FUNDING:</b>	<b>COST:</b>
Governance and County reference role Promote behavioural change Sustainable mobility alternatives	FEDER RSO2.8 Urban Mobility 081. RENFE Generalitat	350.000 € ( <i>personal</i> )
<b>STAKEHOLDERS:</b>	<b>KEY INDICATORS:</b>	
ADIF, RENFE, IFERCAT GenCat, Osona County Council, municipalities within the R3 line.	Service level at each station ( <i>number of services</i> ) Diversity of services offered ( <i>total number</i> ) Service punctuality index ( <i>minutes</i> ) Intra- and inter-county-level validations on the R3 line ( <i>in %</i> )	

## HI6: MAINTENANCE AND ACTIVATION OF STATION SPACES

<b>DESCRIPTION:</b> Many R3 stations in Osona have poorly maintained and underused spaces, with a lack of basic services and limited functionality. This action proposes requesting a technical assessment for the full rehabilitation of the station buildings. It also includes adapting spaces for social, cultural or commercial uses; introducing traveller-oriented services (charging points, lockers, secure parking); and harmonising station branding to create a shared identity. New uses will be promoted in collaboration with local organisations to transform stations into active, community-oriented spaces that are better integrated into the municipality. Maintenance plans will be monitored to prevent future deterioration. The objective is to achieve stations that are more functional, safe and attractive, strengthening county-level cohesion and improving intermodality.		<b>TYPE:</b>
		hard
		<b>TERM:</b>
		medium
		<b>RESPONSIBLE:</b>
		R3 Technical Office
		external
<b>OBJECTIVES:</b>	<b>FUNDING:</b>	<b>COST:</b>
Promote behavioural change	Creative Europe CREA-CULT-COOP Connecting Europe (CEF Transport)	935.000 €
<b>STAKEHOLDERS:</b>	<b>KEY INDICATORS:</b>	
ADIF, RENFE, County Council, Catalonia Polytechnic University (DECA-EXIT), municipalities, local organisations, entities.	Rehabilitated and activated surface area ( <i>m<sup>2</sup></i> ) Stations in good maintenance condition ( <i>total number out of 10</i> ) User satisfaction level	

## HI7: CONSOLIDATION OF NON-RAIL INTERMODALITY HUBS

<b>DESCRIPTION:</b> Aside from the stations, intermodality remains weak and services and information are fragmented, particularly in smaller municipalities. Each hub will include core elements such as a bus stop, bicycle and car parking, charging points, sheltered areas and digital information. Depending on the hub level, additional services may be provided, including logistics functions, ticket sales, drinking water, restrooms or parcel collection. The action will define responsibilities, maintenance arrangements and a shared corporate identity, while addressing governance issues in cases where the land is not municipally owned. The objective is to facilitate transfers, promote shared mobility, expand access to sustainable mobility and improve territorial equity. Fourteen informal interchange points have already been identified across the county.			<b>TYPE:</b>
			hard
			<b>TERM:</b>
			medium
			<b>RESPONSIBLE:</b>
			Municipalities
			municipal
<b>OBJECTIVES:</b> Sustainable mobility alternatives	<b>FUNDING:</b> EUI Innovative Actions Call 4 FEDER RSO2.8 Urban Mobility 082. DiBa COD.431012, COD.431021	<b>COST:</b> 1.050.000 €	
<b>STAKEHOLDERS:</b> Osona County Council, PTP, Taxis, Rural Associations, public transport operators, Vall del Ges Orís Bisaura Consortium, La Plana Commonwealth, Lluçanès Consortium, Leader Ripollès Ges Bisaura.		<b>KEY INDICATORS:</b> Equipped and formalised non-rail hubs ( <i>total number out of 14</i> ) Validations at hub bus stops ( <i>number</i> )	

## HI8: RENEWAL OF RURAL BUS STOPS

<b>DESCRIPTION:</b> Bus stops in many rural areas are in poor condition: difficult access, limited lighting, scarce information and insufficient waiting spaces, all of which discourage the use of public transport. This action establishes county-level minimum standards and deploys them, including universal accessibility, improved lighting, consistent signage and a totem with clear information and real-time links. Depending on the context, shelters, charging points, bicycle parking and other services may also be added. Each municipality will have at least one “model stop”, and priority will be given to the most deficient locations. A maintenance and update system will be created, with municipal involvement to ensure ongoing quality. This will improve comfort, safety and reliability, supporting smoother transfers and encouraging greater use of the bus. A county-level inventory will be developed, including a needs assessment, prioritisation and a governance proposal.			<b>TYPE:</b>
			hard
			<b>TERM:</b>
			medium
			<b>RESPONSIBLE:</b>
			Territory Dept. Generalitat de Catalunya and Municipalities
			municipal
<b>OBJECTIVES:</b> Sustainable mobility alternatives	<b>FUNDING:</b> FEDER RSO2.8 Urban Mobility 090. i 091. PITPC Gencat DiBa COD.431012, COD.431021	<b>COST:</b> 650.000 €	
<b>STAKEHOLDERS:</b> Osona County Council, PTP, Rural Municipalities, ADFO, ARCA, Vall del Ges Orís Bisaura Consortium, La Plana Commonwealth, Lluçanès Consortium, Leader Ripollès Ges Bisaura.		<b>KEY INDICATORS:</b> Renewed stops in rural areas ( <i>total num. out of 60</i> ) Validations at rural bus stops ( <i>number</i> )	

## HI9: ONLINE AND REAL-TIME INFORMATION AT STOPS AND HUBS

### DESCRIPTION:

Service information and disruption alerts are often irregular or unavailable, creating uncertainty and making transfers more difficult. This action proposes installing real-time digital systems at bus shelters and stations (panels/screens) to display imminent arrivals, expected timetables and service changes. This information will also be provided online, integrated with municipal and county-level portals and mobility apps (Mou-te, T-mobilitat, Google Maps or operator apps), in order to improve transparency, reduce perceived waiting time and support more informed travel decisions—ultimately increasing user satisfaction and public transport use. Strong coordination between information managers will be essential to ensure continuous updates and system compatibility.

### TYPE:

hard

### TERM:

long

### RESPONSIBLE:

Territory Dept.  
Generalitat de Catalunya

external

### OBJECTIVES:

Promote behavioural change  
Governance and County reference role

### FUNDING:

Connecting Europe (CEF Telecom)  
Digital EU DIGITAL-2026-GOV-INTEROP-01, i DIGITAL-2026-SMART-COMM-01  
FEDER RSO1.2 Digitalisation 016.  
FEDER RSO2.8 Urban Mobility 084.

### COST:

580.000 €

### STAKEHOLDERS:

CGIM, Renfe, Adif, public transport operators, Municipalities within R3 line, Municipalities with non-rail Hubs, Osona County Council, R3 Technical Office.

### KEY INDICATORS:

Devices installed at stations, hubs, stops (*total num.*)  
Municipalities with connected devices (*total number*)  
Apps and platforms providing real-time information (*in %*)



## PT1: MUNICIPAL PUBLIC TRANSPORT INFORMATION POINTS

<b>DESCRIPTION:</b> Each municipality will designate one or more Sustainable Mobility Information Officers. These may be existing municipal staff profiles—such as customer service personnel or community facilitators—provided they work directly with the public and can offer accessible, face-to-face support. They will receive training on all available mobility services, including public transport, cycling routes, taxi services and shared mobility options. The officers will provide updated information, collect suggestions and incident reports, and maintain regular communication with the County Council to ensure coordinated responses. The information points will have locally adapted materials and a multilingual section on the municipal website with up-to-date mobility information. A municipal communication campaign is recommended to publicise this service. The aim is to improve the visibility and responsiveness of mobility information, encouraging greater adoption of sustainable travel modes.		<b>TYPE:</b>
		soft
		<b>TERM:</b>
		short
		<b>RESPONSIBLE:</b>
		Municipalities
		municipal
<b>OBJECTIVES:</b>	<b>FUNDING:</b>	<b>COST:</b>
Governance and County reference role Promote behavioural change	DiBa COD.433040, COD.430304, COD.430301	580.000 €
<b>STAKEHOLDERS:</b>	<b>KEY INDICATORS:</b>	
Osona County Council, PTP, public transport operators.	Municipalities with information points ( <i>in %</i> ) Enquiries handled ( <i>number per municipal inhabitant</i> ) Actions carried out ( <i>number per municipality</i> )	

## PT2: HIERARCHISATION OF THE BUS SYSTEM

<b>DESCRIPTION:</b> The proposal for a new interurban bus network in Osona and Lluçanès organises services hierarchically, with headways ranging from 15 minutes to 4 hours, in order to improve both interurban and county-level mobility. The plan prioritises a substantial increase in service levels, particularly for trips between municipalities and to supra-municipal facilities such as hospitals and educational centres. At weekends, routes will offer services adapted to tourism and leisure demand, including access to natural parks. Key inter-county-level routes would be integrated into the “Exprés.cat” system, providing one trip per hour, strengthening intermodality with the R3 and facilitating transfers to other public transport modes.		<b>TYPE:</b>
		soft
		<b>TERM:</b>
		medium
		<b>RESPONSIBLE:</b>
		Territory Dept. Generalitat de Catalunya
		external
<b>OBJECTIVES:</b>	<b>FUNDING:</b>	<b>COST:</b>
Sustainable mobility alternatives	Gencat.	non budgetary
<b>STAKEHOLDERS:</b>	<b>KEY INDICATORS:</b>	
Osona County Council, PTP, public transport operators, municipalities of Osona and Lluçanès.	Lines included within the service levels defined by the 2028 hierarchy ( <i>in %</i> ) Increase in the average service level of lines ( <i>in % on weekdays and weekends</i> ) Num. of “Exprés.cat” or equivalent lines ( <i>total num.</i> )	

### PT3: CLOCKFACE TIMETABLES FOR BUS-BUS AND BUS-TRAIN SERVICES

<b>DESCRIPTION:</b> The proposal is to implement regular-interval timetables for most interurban bus services in Osona and Lluçanès. This means scheduling buses to serve each stop at the same minutes past the hour (for example, at :00, :15, :30 and :45). Such a structure makes it easier to combine bus services through coordinated transfers and to connect with the R3 rail service, which has operated with regular-interval timetables since 2022. A cadenced timetable also makes the system more practical and easier for users to remember, opening public transport to new user groups and improving overall mobility. Services linked to school transport, those reinforcing the rail offer and night-time services will be excluded from this scheme.			<b>TYPE:</b>
			soft
			<b>TERM:</b>
			medium
			<b>RESPONSIBLE:</b>
			Territory Dept. Generalitat de Catalunya
			external
<b>OBJECTIVES:</b>	<b>FUNDING:</b>	<b>COST:</b>	
Sustainable mobility alternatives	Gencat.	non budgetary	
<b>STAKEHOLDERS:</b>		<b>KEY INDICATORS:</b>	
Osona County Council, R3 Technical Office, Perquè no ens fotin el tren, PTP, public transport operators, municipalities of Osona and Lluçanès, UGT and CCOO Trade Unions.		Bus-bus or bus-train clockface services ( <i>in %</i> )	
		Increase in the use of integrated tickets ( <i>in %</i> )	
		Increase in line users ( <i>in %</i> )	

### PT4: OPTIMISATION AND SIMPLIFICATION OF BUS ROUTES

<b>DESCRIPTION:</b> Route optimisation includes unifying routes in urban areas where services are currently dispersed (such as the Vic-Voltreganès line or the Vic-Caldetenes connection). It also involves concentrating services along routes that are currently spread thinly (such as Vic-L'Esquirol). Finally, stops within urban centres will be adjusted to improve efficiency and enable transfers between lines. The aim of this action is to create a more practical and user-friendly interurban bus system. Simplifying the network improves how the service is perceived, makes it easier to understand and remember, and increases user confidence. The proposal must be submitted to the Department of Territory and coordinated with the municipalities before implementation.			<b>TYPE:</b>
			soft
			<b>TERM:</b>
			short
			<b>RESPONSIBLE:</b>
			Territory Dept. Generalitat de Catalunya and Municipalities
			municipal
<b>OBJECTIVES:</b>	<b>FUNDING:</b>	<b>COST:</b>	
Promote behavioural change Sustainable mobility alternatives Governance and County reference role	Gencat.	non budgetary	
<b>STAKEHOLDERS:</b>		<b>KEY INDICATORS:</b>	
Osona County Council, R3 Technical Office, Perquè no ens fotin el tren, PTP, public transport operators, municipalities of Osona and Lluçanès, UGT and CCOO Trade Unions.		Service simplification actions ( <i>total number</i> )	
		Municipalities with service and/or stop modifications within the urban core ( <i>total number</i> )	

## PT5: NEW INTERURBAN BUS ROUTES

<b>DESCRIPTION:</b> The proposal is to ensure that every municipality and urban centre in Osona has optimal access to public transport through a network-based model, replacing the current radial system centred on Vic. This model includes the creation of new interurban bus routes between municipalities with strong functional links that are currently underserved by existing public transport. These routes will also connect railway stations with nearby municipalities, improving access to the rail network. Two key new lines are proposed: Roda de Ter – Manlleu – Torelló and Tona – Sant Miquel de Balenyà – Taradell. Routes and stops will be agreed with the municipalities to ensure they are adapted to the characteristics of each urban centre.		<b>TYPE:</b> hard
		<b>TERM:</b> medium
		<b>RESPONSIBLE:</b> Territory Dept. Generalitat de Catalunya
		external
<b>OBJECTIVES:</b> Sustainable mobility alternatives Governance and County reference role Promote behavioural change	<b>FUNDING:</b> FEDER RSO2.8 Mobilitat urbana 090. Gencat	<b>COST:</b> non budgetary
<b>STAKEHOLDERS:</b> Osona County Council, PTP, Municipalities with low or nonexistent service/connections, public transport operators.	<b>KEY INDICATORS:</b> New direct connections between urban centres or municipalities ( <i>total number</i> ) New connections between lines ( <i>total number</i> )	

## PT6: DRT STOPS ON REGULAR ROUTES

<b>DESCRIPTION:</b> The proposal is to introduce on-demand stops on regular interurban bus routes, using small deviations or short extensions that are activated only when passengers request to board or alight. These stops, located in rural areas close to existing routes, expand the coverage of the public transport system and improve connectivity without requiring major investment. Some stops involve only minor adjustments to the route but offer significant benefits to local residents, and their incorporation will be requested during 2026. Stops requiring larger operational changes will be proposed for inclusion in the new 2028 network map, once the regular routes have been restructured. Training sessions will be needed to explain both the functioning of the service and the use of the dedicated app.		<b>TYPE:</b>
		soft
		<b>TERM:</b>
		short
		<b>RESPONSIBLE:</b>
		Territory Dept. Generalitat de Catalunya
		external
<b>OBJECTIVES:</b> Sustainable mobility alternatives.	<b>FUNDING:</b> Erasmus+ KA1/2 (adult capacity build.) Digital Europe DIGITAL-2026-SKILLS-01 DiBa COD.430304, COD.430301	<b>COST:</b> non budgetary 5.000 € ( <i>capacity b.</i> )
<b>STAKEHOLDERS:</b> Osona County Council, PTP, public transport operators, ARCA, municipalities of Osona and Lluçanès, UGT and CCOO Trade Unions.	<b>KEY INDICATORS:</b> Rural or low-density areas near regular routes with demand stops ( <i>in %</i> ) New connections between municipalities with DRT stops on regular routes ( <i>total number</i> ) Services with DRT stop requests ( <i>in %</i> ) Users of DRT stops ( <i>annual number per line</i> )	



## PT7: DRT TRANSPORT IN RURAL OR LOW-DENSITY AREAS

<p><b>DESCRIPTION:</b></p> <p>Demand-responsive transport (DRT) allows a vehicle to operate only when a passenger has made a prior request, either for a single trip or on a recurring basis. The proposal for the new interurban bus network in Osona and Lluçanès includes fully or semi-flexible services in rural and low-density areas, operating only when bookings are received in order to optimise operational costs. It is proposed that some existing routes offer at least three daily trips, while others may be transformed into “cloud-of-points” services. New flexible or semi-flexible DRT services are also proposed in several areas, coordinated with the regular bus lines. Finally, training sessions will be organised to explain how the service works and how to use the dedicated app.</p>		<b>TYPE:</b>
		hard
		<b>TERM:</b>
		medium
		<b>RESPONSIBLE:</b>
		Territory Dept. Generalitat de Catalunya
		external
<b>OBJECTIVES:</b>	<b>FUNDING:</b>	<b>COST:</b>
Sustainable mobility alternatives	Erasmus+ KA1/2 (adult capacity build.)	non budgetary
Governance and County reference role	Digital Europe DIGITAL-2026-SKILLS-01	8.000 € ( <i>capacity b.</i> )
	DiBa COD.430304, COD.430301	
<b>STAKEHOLDERS:</b>	<b>KEY INDICATORS:</b>	
Osona County Council, PTP, public transport operators, rural and low density municipalities of Osona and Lluçanès, ARCA, Lluçanès Consortium, Vall del Ges Orís Bisaura Consortium, La Plana Commonwealth.	Low-demand areas with optimised/implemented DRT ( <i>in %</i> )	
	Increase in service level in the area ( <i>in %</i> )	
	Services with DRT requests ( <i>in %</i> )	
	Users of DRT services ( <i>annual number per line</i> )	
	Increase in line users ( <i>in %</i> )	

## PT8: SYNERGIES WITH SCHOOL BUS SERVICES

<b>DESCRIPTION:</b> The proposal is to integrate school transport with interurban bus services in small municipalities where DRT services are already in place, avoiding duplication of resources while expanding the public transport offer. This may involve providing school transport through a seat-reservation system whenever feasible, or operating school buses under an “open-door” model. This measure is particularly relevant for municipalities with fewer than 2,000 inhabitants. In addition, it is essential to review the current legislation and the conditions of existing agreements (especially where “open-door” operations already exist) to allow this option in rural and low-density areas. These provisions should be incorporated into public service contracts from 2028 onwards.		<b>TYPE:</b>  soft <b>TERM:</b>  medium <b>RESPONSIBLE:</b>  Territory Dept. and Education Dept. Generalitat de Catalunya  external
<b>OBJECTIVES:</b> Governance and County reference role Sustainable mobility alternatives	<b>FUNDING:</b> DiBa COD.465580	<b>COST:</b> non budgetary 12.000 € (legal ass.)
<b>STAKEHOLDERS:</b> Osona County Council, PTP, public transport operators, rural and low density municipalities of Osona and Lluçanès, ARCA, Lluçanès Consortium, Vall del Ges Orís Bisaura Consortium.	<b>KEY INDICATORS:</b> School transport with seat reservation (in %) CCO school transport with “open-door” policy (in %)	

## PT9: CLEAR NAMING AND TIMETABLES FOR ROUTES

<b>DESCRIPTION:</b> The proposal is to establish a clear and homogeneous naming system for all interurban bus lines in Osona and Lluçanès, together with timetable formats designed to improve user understanding and ease of use. The nomenclature should include simple, easy-to-remember identifiers for each line, aligned with a coherent and accessible timetable structure, with the aim of making route and schedule selection more intuitive. This measure will help reduce confusion and increase the perceived reliability and user-friendliness of the public transport system.		<b>TYPE:</b> soft <b>TERM:</b> short <b>RESPONSIBLE:</b> Territory Dept. Generalitat de Catalunya external
<b>OBJECTIVES:</b> Promote behavioural change	<b>FUNDING:</b> FSE+ (millora accessibilitat i comprensió de serveis públics) Gencat	<b>COST:</b> non budgetary 35.000 € ( <i>material</i> )
<b>STAKEHOLDERS:</b> Osona County Council, PTP, public transport operator, Territory Dept. Gencat.	<b>KEY INDICATORS:</b> Change in nomenclature applied across Osona's interurban bus services ( <i>in %</i> ) Renewed and clearer timetable sheets ( <i>in %</i> ) Improved clarity of digital information ( <i>in % of lines</i> )	

## PT10: IMPROVEMENTS TO THE DRT MANAGEMENT APP

<b>DESCRIPTION:</b> The proposal is to improve the existing app or develop a new one that consolidates all demand-responsive transport (DRT) bookings in Osona and Lluçanès, regardless of the line or operator. The app should be fully accessible and allow both individual and group bookings, including options for reserving bicycle transport. It should also display real-time vehicle locations and provide notifications of service disruptions. This tool will improve service quality by collecting data to assess usage patterns and identify time periods or routes with high demand that may be candidates for conversion into regular fixed-line services.		<b>TYPE:</b>
		soft
		<b>TERM:</b>
		short
		<b>RESPONSIBLE:</b>
		Operadora del servei
		external
<b>OBJECTIVES:</b> Sustainable mobility alternatives Promote behavioural change	<b>FUNDING:</b> Interreg Europe SUDOE (Mobilitat rural digital) Digital EU DIGITAL-2026-SMART-COMM-1 Connecting Europe (CEF Digital)	<b>COST:</b> 25.000 €
<b>STAKEHOLDERS:</b> Osona County Council, PTP, ARCA, municipalities with TAD Service, Territory Dept. Gencat.	<b>KEY INDICATORS:</b> DRT transport requests via app and phone ( <i>total number and share</i> ) DRT transport requests per line via app and phone ( <i>total number and share</i> ) Apps used across Osona’s DRT lines ( <i>total number</i> )	

## PT11: DISSEMINATION OF THE 2028 INTERURBAN TRANSPORT MAP

### DESCRIPTION:

The proposal is to disseminate the new Interurban Transport Map for Osona and Lluçanès, which will come into force in 2028. The objective of this action is to inform residents about the updates to the public transport system, including new routes, lines, timetables and services. An effective communication strategy will be developed, featuring information materials in various formats (both digital and printed), as well as awareness campaigns through local media, municipal websites and information points, to ensure that all users are informed about the forthcoming improvements and changes.

### TYPE:

soft

### TERM:

medium

### RESPONSIBLE:

Osona County Council

county-level

### OBJECTIVES:

Governance and County reference role  
Promote behavioural change

### FUNDING:

Gencat

### COST:

35.000 €

### STAKEHOLDERS:

Public Transport Info Points, PTP, Territory Dept.  
GenCat, public transport operators, Ticket Points,  
T-Mobilitat info points.

### KEY INDICATORS:

Information points with the new 2028 interurban transport map (*in %*)  
Shelters with the updated county-level interurban transport map (*in %*)  
County-level information campaign (*total number*)



## ASI: NORTH-SOUTH CYCLING AXIS FROM ORÍS TO AIGUAFREDA

<b>DESCRIPTION:</b> The proposal is to prioritise the Orís–Aiguafreda cycling corridor as the backbone of cycling mobility in Osona. This axis will combine several sections of the Vic Plain Cycling Route Plan, beginning with the Vic–Manlleu segment and progressively extending southwards. The widths and supporting infrastructure of the route will be reviewed to meet the standards of European cycling avenues. Governance for each section will be coordinated, defining responsibilities, actions and costs. Ensuring continuity through urban areas will be essential and must be incorporated into local urban plans. In the future, the reuse of the former R3 railway alignment will be promoted as a connection to Vallès Oriental.		<b>TYPE:</b>  hard
		<b>TERM:</b>  long
		<b>RESPONSIBLE:</b>  Osona County Council with Municipalities
		county-level
<b>OBJECTIVES:</b> Sustainable mobility alternatives Governance and County reference role	<b>FUNDING:</b> EUI Innovative Actions Call 4 FEDER RSO2.8 Cycling infrastr. 083. Connecting Europe (CEF AFIF) Fundación de los Ferrocarriles Españoles FEDER RSO1.1 I+D+I 012. (RIS3CAT)	<b>COST:</b> 15.250.000 €
<b>STAKEHOLDERS:</b> Osona amb bici, Catalonia Polytechnic University (DECA-EXIT), Municipalities in the Master Plan, DiBa, Gencat.	<b>KEY INDICATORS:</b> Degree of route implementation ( <i>in km</i> ) Degree of investment completed ( <i>in %</i> ) Users per completed section ( <i>weekly number</i> )	

## AS2: IMPLEMENTATION OF THE VIC PLAIN CYCLING ROUTES MASTER PLAN

<b>DESCRIPTION:</b>		<b>TYPE:</b>
The proposal is to implement the remaining routes of the Vic Plain Cycling Routes Plan in accordance with the updated 2025 prioritisation, ensuring their connection to the north–south cycling corridor. An analysis of the municipalities and administrations involved will be carried out to advance implementation where stakeholders are aligned. High-priority routes will be prioritised for early execution. A monitoring committee will be established for each section, and funding will be sought for both the design and construction phases.		hard
		<b>TERM:</b>
		long
		<b>RESPONSIBLE:</b>
		Osona County Council with Municipalities
		county-level
<b>OBJECTIVES:</b>	<b>FUNDING:</b>	<b>COST:</b>
Governance and County reference role	EUI Innovative Actions Call 4	27.000.000 €
Sustainable mobility alternatives	FEDER RSO2.8 Cycling infrastr. 083.	
Promote behavioural change	Connecting Europe (CEF AFIF)	
	Fundación de los Ferrocarriles Españoles	
	FEDER RSO1.1 I+D+I 012. (RIS3CAT)	
<b>STAKEHOLDERS:</b>	<b>KEY INDICATORS:</b>	
Osona amb bici, Catalonia Polytechnic University (DECA-EXIT), Municipalities in the Master Plan, DiBa, Gencat.	Degree of route implementation ( <i>in km</i> )	
	Degree of investment completed ( <i>in %</i> )	
	Users per completed section ( <i>weekly number</i> )	

## AS3: CONNECTION OF URBAN AND INTERURBAN CYCLING NETWORKS

<b>DESCRIPTION:</b> The proposal is to connect urban and interurban cycling networks through a coordinated implementation approach. The Osona County Council will act as the reference point and main interlocutor to support municipalities in extending or improving their urban cycling networks and aligning them with the county's interurban cycling projects. Connections between municipalities will be promoted, and assistance will be provided in updating existing plans where necessary. A continuity study of the routes included in the Vic Plain Cycling Route Plan will be carried out, and the dynamic map of Osona's cycling infrastructure will be updated regularly. Information will also be provided on available funding and grants for developing cycling routes and infrastructure.		<b>TYPE:</b>
		hard
		<b>TERM:</b>
		medium
		<b>RESPONSIBLE:</b>
		Municipalities
		municipal
<b>OBJECTIVES:</b>	<b>FUNDING:</b>	<b>COST:</b>
Governance and County reference role Sustainable mobility alternatives	Fundación de los Ferrocarriles Españoles, FEDER RSO2.8 Cycling infrastr. 083. DiBa COD.431104	2.250.000 €
<b>STAKEHOLDERS:</b>	<b>KEY INDICATORS:</b>	
Osona County Council (Paths Plan), Osona amb bici, UPC DECA EXIT, ARCA, Municipalities with cycling paths or Bike Promotion Plans, DiBa, Gencat.	Cycling network connection actions ( <i>total number</i> ) Reduction of discontinuous routes ( <i>in %</i> ) Annual inquiries and communications ( <i>total number</i> ) Urban cycling routes implemented ( <i>in km</i> )	

## AS4: IMPROVEMENT OF EXISTING NODES AND PATHS

<b>DESCRIPTION:</b> This action aims to improve the connectivity and safety of the existing network of paths and cycling routes through targeted, low-cost but high-impact interventions. These actions include upgrading and signposting rural paths, resolving conflict points and creating key links between municipalities and mobility nodes. Citizen-participation exploratory rides will be organised to identify critical points along the network. These interventions will help accelerate everyday bicycle use while the main cycling routes are being developed, and will also contribute to the creation of new leisure and tourism routes.		<b>TYPE:</b>
		hard
		<b>TERM:</b>
		short
		<b>RESPONSIBLE:</b>
		Municipalities
		municipal
<b>OBJECTIVES:</b>	<b>FUNDING:</b>	<b>COST:</b>
Governance and County reference role Sustainable mobility alternatives	FEDER RSO2.8 Cycling infrastr. 083. DiBa COD.431104, COD. 431012, COD.433040. LIFE Natur / Climate	2.250.000 €
<b>STAKEHOLDERS:</b>	<b>KEY INDICATORS:</b>	
Osona County Council (Paths Plan), Osona amb bici, UPC DECA EXIT, ARCA, Municipalities with cycling paths or Bike Promotion Plans, DiBa, Gencat.	Improvement of sections with identified issues ( <i>in %</i> ) Municipalities with improvements ( <i>total num.</i> ) User satisfaction level ( <i>via cycling app</i> )	

## AS5: SHARED BICYCLE SERVICE

<b>DESCRIPTION:</b> The proposal is to implement an urban shared bicycle service in Vic as a pilot project, with the intention of expanding it to the Vic Plain and the wider Osona area. The service would be fully electrified to overcome the physical barriers of the terrain, facilitating intermunicipal connectivity. The aim is to achieve a critical mass of users by leveraging the university population and existing intermunicipal demand, while integrating the service into a well-connected cycling network. The initiative will begin with a technical and economic feasibility study, followed by participatory processes to determine station locations. The action will also take into account the various European funding opportunities available to support this type of infrastructure.		<b>TYPE:</b> hard
		<b>TERM:</b> medium
		<b>RESPONSIBLE:</b> Vic City Council and neighbouring municipalities
		municipal
<b>OBJECTIVES:</b> Promote behavioural change	<b>FUNDING:</b> CIVITAS Initiative, FEDER RS02.8 Urban mobility 081. Interreg-MED (Urban Transports) Empleaverde+ (Fundación Biodiversidad)	<b>COST:</b> 170.000 €
<b>STAKEHOLDERS:</b> Osona County Council, Gurb municipality, Calldetenes municipality, other interested municipalities, Osona amb bici, Energy Cooperatives, University of Vic.	<b>KEY INDICATORS:</b> Pilot test implementation (yes/no) Physical or geolocated docking points (total number) E-bikes available (total number) Municipalities where the service is extended (in %) Service availability (number of inhabitants per bike)	

## AS6: RURAL LEISURE AND CULTURAL CYCLING ROUTES

<b>DESCRIPTION:</b> The proposal is to signpost and promote leisure- and culture-oriented cycling routes that connect rural villages with natural, gastronomic, historical and cultural points of interest, as well as with rural accommodation and local businesses. These routes will integrate public transport options to facilitate access to starting points and return journeys. Signage will be standardised across the territory and routes will prioritise alignments that can also support everyday mobility for rural communities. Coordination with municipalities, tourism organisations and mobility stakeholders will ensure intermodality and accessibility.		<b>TYPE:</b>
		hard
		<b>TERM:</b>
		short
		<b>RESPONSIBLE:</b> Osona County Council (Tourism)
		county-level
<b>OBJECTIVES:</b> Governance and County reference role	<b>FUNDING:</b> FEDER RS05.2 Non urban 165./166. Creative Europe CREA-CULT-COOP DiBa COD.433040	<b>COST:</b> 310.000 €
<b>STAKEHOLDERS:</b> Osona Tourism, Lluçanès Tourism, Municipalities with routes, DiBa, Vall del Ges Orís Bisaura Consortium, La Plana Commonwealth, Lluçanès Consortium, Rural Tourism Ass., Trekking Clubs, Osona amb bici.	<b>KEY INDICATORS:</b> Packages contracted ( <i>annual number</i> ) Increase in visits to key sites ( <i>in %</i> ) Villages included in county-level routes ( <i>total num.</i> ) User satisfaction Municipal satisfaction	

## AS7: APP FOR CARPOOLING

<b>DESCRIPTION:</b> The proposal is to implement a shared mobility (carpooling) system through a common app or platform for everyday trips. This platform will allow users with compatible schedules and routes to connect, automatically manage cost-sharing and incorporate gamification elements such as points and challenges. The app will also verify carpooling activity and enable companies to link incentives to their Workplace Travel Plans (WTPs). Collaboration with an existing Catalonia-wide app will be considered to ensure a sufficient critical mass of users. Pilot tests will be carried out to validate the platform’s functionality, followed by a communication campaign to promote the use of carpooling at the county level.		<b>TYPE:</b>  soft <b>TERM:</b>  short <b>RESPONSIBLE:</b>  Osona County Council  county-level
<b>OBJECTIVES:</b> Promote behavioural change Sustainable mobility alternatives	<b>FUNDING:</b> Digital EU DIGITAL-2026-SMART-COMM-1 Horizon EU (Climate, Energy and Mobility), FEDER RSO1.2 Digitalization 016.	<b>COST:</b> 50.000 €
<b>STAKEHOLDERS:</b> Som Mobilitat, Creació-Enterprises, Companies with WTP, CCOO and UGT (Trades), Osona 360 Workplace Wellbeing, Osona Enterprise Council.	<b>KEY INDICATORS:</b> Evolution of private vehicle occupancy ( <i>1.35 in 2022</i> ) Increase in companies promoting it ( <i>in %</i> ) People registered in pilot tests ( <i>total number</i> )	

## AS8: ELECTRIC CHARGING INFRASTRUCTURE

<b>DESCRIPTION:</b> The proposal is to ensure that all municipalities in Osona have electric vehicle charging points. This infrastructure should support electric carsharing and also be adapted to e-bikes and personal mobility vehicles. The optimal location of charging points will be defined by considering public transport stops and mobility hubs. Common criteria will be coordinated between municipalities and energy stakeholders to guarantee a homogeneous deployment, including the user apps required to access the service. Usage levels and environmental impact will be monitored over time.		<b>TYPE:</b>
		hard
		<b>TERM:</b>
		medium
		<b>RESPONSIBLE:</b>  Osona County Council (ALEO)  municipal
<b>OBJECTIVES:</b> Sustainable mobility alternatives	<b>FUNDING:</b> Connecting EU (CEF AFIF) FEDER RSO2.2 Renewal energies 052. NextGen MOVES Plan	<b>COST:</b> 1.000.000 €
<b>STAKEHOLDERS:</b> Som Mobilitat, Companies with WTP, Osona Enterprise Council, Energy Cooperatives, Tourism Osona.	<b>KEY INDICATORS:</b> Municipalities with infrastructure ( <i>in %</i> ) Public charging points ( <i>total number and per inhabitant</i> ) Municipalities >1,000 inhab. with carsharing ( <i>in %</i> ) Carsharing vehicles ( <i>total number and per inhabitant</i> )	



## AS9: INTEGRATION OF BICYCLES AND PMDS INTO PUBLIC TRANSPORT

<b>DESCRIPTION:</b> The proposal is to facilitate the carriage of bicycles and personal mobility vehicles (PMVs) on county-level public transport, including both rail services and regular bus lines. This action will enable passengers to bring bicycles and scooters on board and will introduce trailer-mounted bike racks on interurban bus services. The option to reserve these services through an app is also envisaged, particularly for routes serving rural areas with tourism interest. Complementary intermodality measures will include installing bicycle and scooter parking facilities at stations and bus stops. Regulatory developments will be monitored to ensure proper integration in rural and natural environments.		<b>TYPE:</b>
		soft
		<b>TERM:</b>
		long
		<b>RESPONSIBLE:</b>
		Territory Dept. Generalitat de Catalunya
		external
<b>OBJECTIVES:</b>	<b>FUNDING:</b>	<b>COST:</b>
Promote behavioural change	FEDER RSO5.2 Non urban 165.	non budgetary
Governance and County reference role	FEDER RSO2.8 Urban mobility 082.	100.000€ (sup. local)
	Connecting Europe (CEF Transport)	
<b>STAKEHOLDERS:</b>	<b>KEY INDICATORS:</b>	
Osona County Council, Public transport operators, OTR3, ARCA, Tourism Osona, Tourism Lluçanès, Osona amb bici.	Vehicles with transport capability ( <i>in %</i> )	
	Services with transport capability ( <i>in %</i> )	
	Rural-area services allowing bicycle and PMD transport ( <i>in %</i> )	
	Stations/stops with secure parking ( <i>in %</i> )	

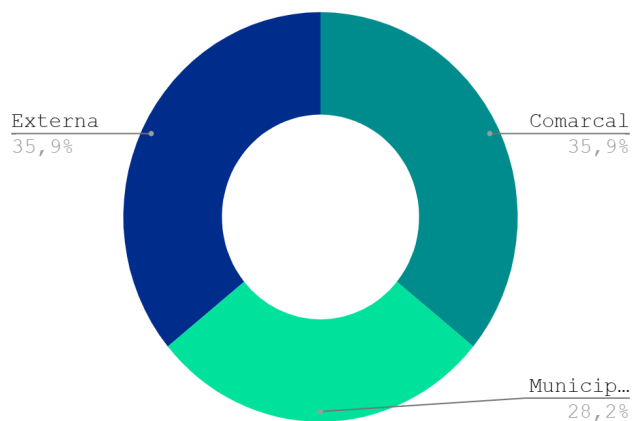
## AS10: JOINT TAXI SERVICES BETWEEN NEIGHBOURING MUNICIPALITIES

<b>DESCRIPTION:</b> The action proposes improving mobility in rural areas and municipalities with limited public transport coverage through a subsidised, jointly managed taxi service. This service will provide residents with legal and efficient access to transport, particularly in low-density localities. Residents with accessibility needs will be prioritised. The service will be coordinated between neighbouring municipalities, allowing taxi drivers to operate across several localities and thereby optimising resources. Routes, timetables and subsidised fares will be established, accompanied by communication and awareness-raising actions to promote its use. The initiative will begin as a pilot, with continuous monitoring to address inefficiencies and assess whether the service should be permanently implemented.		<b>TYPE:</b>
		soft
		<b>TERM:</b>
		medium
		<b>RESPONSIBLE:</b>
		Territory Dept. Generalitat de Catalunya
		external
<b>OBJECTIVES:</b>	<b>FUNDING:</b>	<b>COST:</b>
Governance and County reference role	DiBa COD.465580, COD.433002	non budgetary
		18.000€ (sup. legal)
<b>STAKEHOLDERS:</b>	<b>KEY INDICATORS:</b>	
Osona County Council, Taxi Drivers Ass. and taxi drivers, ARCA, Osona Social Services Consortium	Rural municipalities with service implemented ( <i>in %</i> )	
	Annual trips completed ( <i>total number</i> )	
	Users ( <i>disaggregated by municipality, age and gender</i> )	
	Users with specific accessibility needs ( <i>in %</i> )	
	Service optimisation ( <i>number of shared services</i> )	

## 6.2.1. Balance and Implementability of the Plan

**The Integrated Action Plan (IAP) has been designed to maintain a balance between soft and hard measures, between territorial and external competences, and between short-, medium- and long-term actions, ensuring that the Plan is both viable and progressive.**

This approach makes it possible to begin with actions that can be implemented directly by the county and the municipalities, while building momentum and technical capacity to advance the more complex initiatives.



### Competence Balance

The charts show that **more than 60% of the actions depend directly on the municipalities and the County Council**—challenging the initial perception that “mobility is not within our control”.

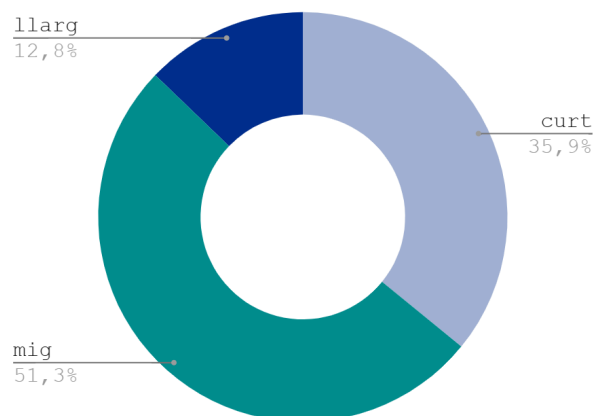
The **remaining 36% require coordination** with higher-level administrations, but from a unified and solid county-level position.

Each area of intervention presents a different pattern, requiring leadership to adapt depending on whether **the role is to implement, coordinate, or act as an interlocutor**.

### Temporal Balance

The timeline is balanced: **50% of actions are short- or long-term**, while the other half are medium-term.

The area with the largest share of **long-term** actions is Hubs and Intermodality (25%), while Governance and Behavioural Change concentrates the **most immediate** actions (56%), essential for building trust and initiating the behavioural shift required.



## 6.2.2. Prioritisation of Actions

The prioritisation process involved **42 members of the Osona URBACT Local Group**, representing a diverse range of profiles. By intervention area, the actions considered essential were:

### GOVERNANCE & BEHAVIOURAL CHANGE

CC2 Osona Mobility Office (136 pts)  
CC1 Communicate Mobility Strategy (127 pts)  
CC3 Osona Mobility Roundtable (127 pts)

### HUBS AND INTERMODALITY

HI3 Coord. of timetables and stops (162 pts)  
HI5 Improvement of railway service (156 pts)  
HI2 Intermodality at R3 stations (149 pts)  
HI1 Unified fare zone (147 pts)  
HI9 Real-time information (133 pts)  
HI4 Integrated information at hubs (128 pts)  
HI6 Station maintenance&activation(128 pts)

### NEW INTERURBAN BUS SYSTEM

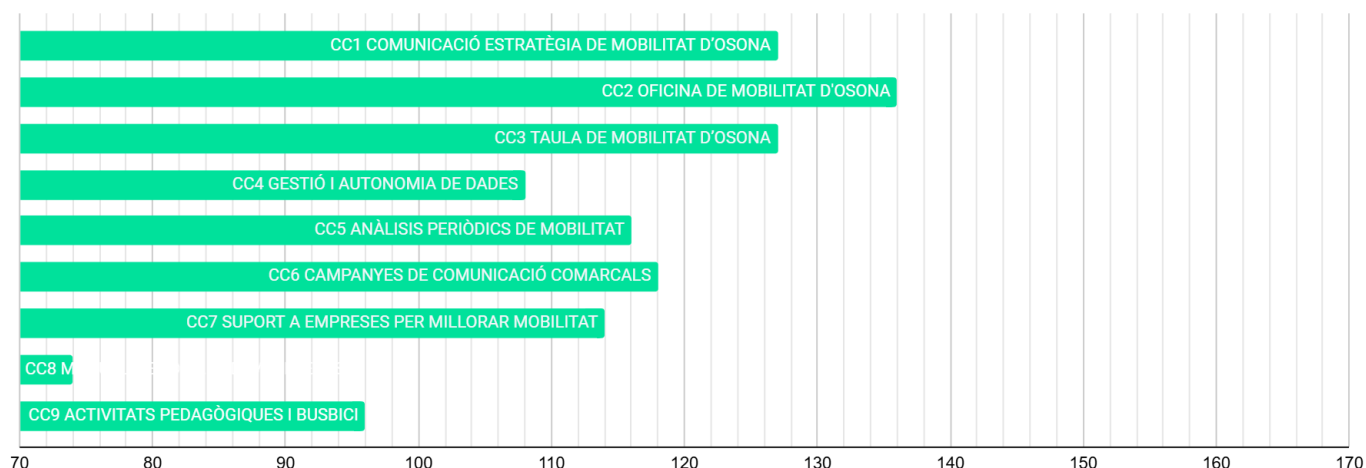
PT3 Clockface timetables (140 pts)  
PT4 Optim., simplification of routes (140 pts)  
PT7 DRT in rural low-density areas (136 pts)  
PT8 Synergies with school bus (136 pts)  
PT2 Hierarchisation of the system (132 pts)  
PT5 New lines (130 pts)  
PT11 Dissemination of '28 bus map (129 pts)  
PT9 Clear naming and timetables (128 pts)  
PT6 Municipal information points (126 pts)

### ACTIVE AND SHARED MOBILITY

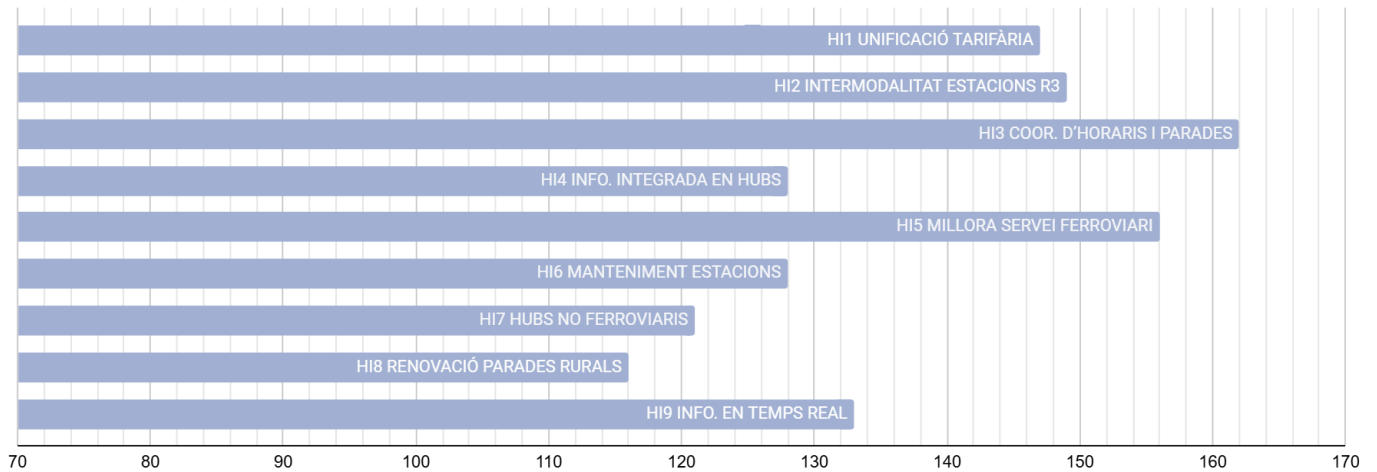
AS3 Connect urban-interu. networks(134pts)  
AS2 Vic Plain Cycling Routes Plan (132 pts)  
AS4 Improve existing nodes & paths (129 pts)  
AS9 Bikes & PMD to public transport(129pts)  
AS10 Joint rural taxi service (125 pts)

The sector-specific charts clearly highlight which actions were considered essential in each area:

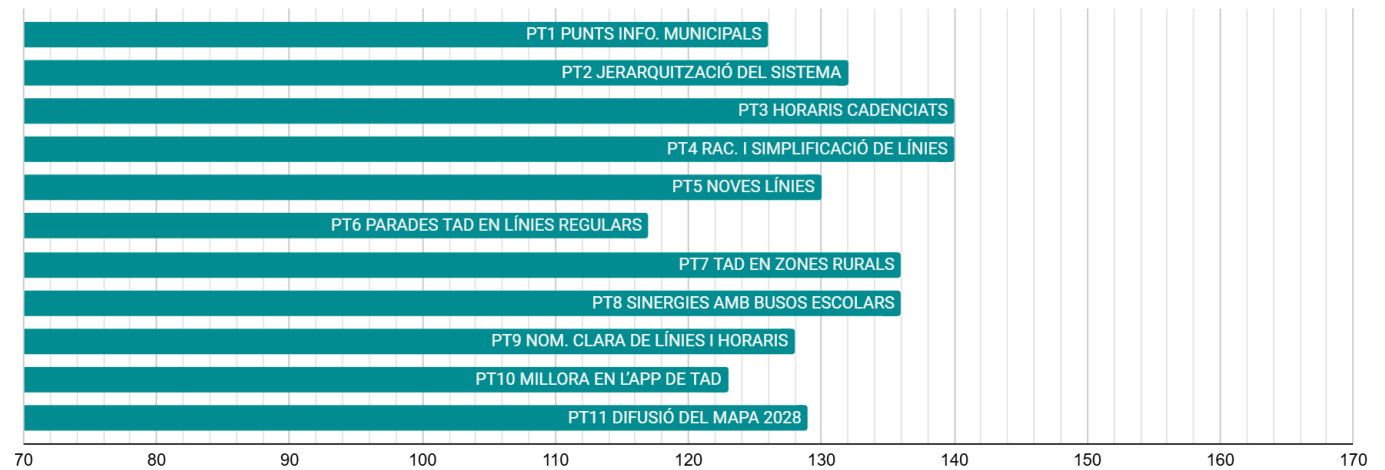
**GOVERNANCE AND BEHAVIOURAL CHANGE: CC2 (Mobility Office)** stands out as the structural pillar of the Plan.



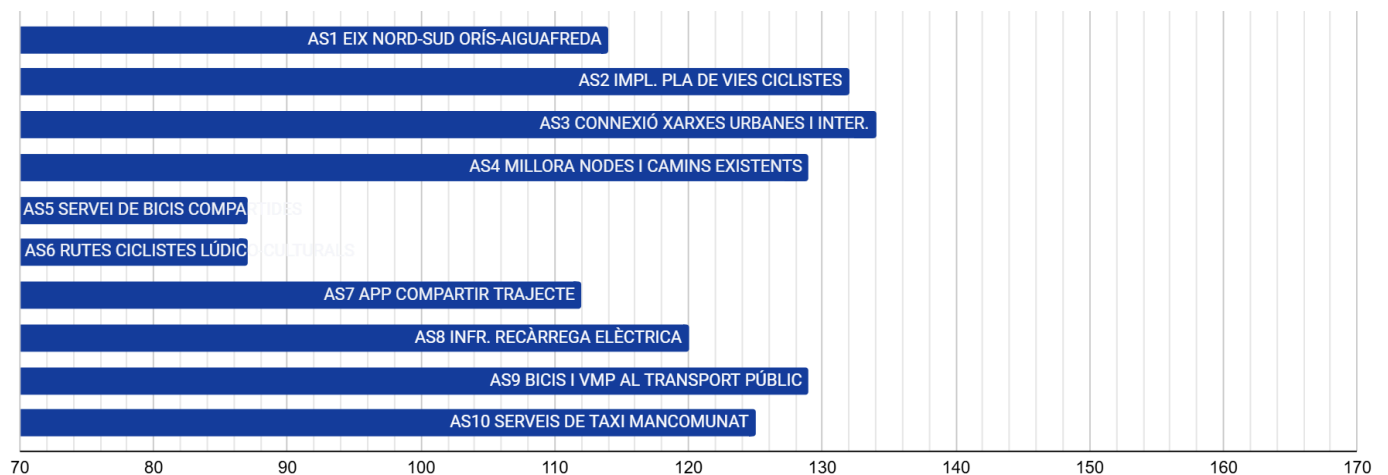
**HUBS AND INTERMODALITY:** This area contains the highest-scoring actions overall, with **HI3 (timetable coordination)** leading.



**NEW INTERURBAN BUS SYSTEM:** Perceived as the most important area, with many actions scoring above 120 points.



**ACTIVE AND SHARED MOBILITY:** **AS3 (connection of cycling networks)** is the highest-valued.



## Actions to Be Activated First (Overall)

In the final prioritisation exercise, participants were asked to **select 8 priority actions** out of 39. This ranking reflects perceived importance, urgency, and feasibility.

The actions with the highest support (>25%) are:

Code	Summary	Support
HI5	Improvement of railway service on the R3 corridor	64,29%
HI1	Unified fare zone	57,14%
CC2	Osona Mobility Office	52,38%
HI3	Bus–train timetable and stop coordination	50,00%
CC3	Osona Mobility Roundtable	40,48%
CC6	County-wide communication and behavioural change campaigns	38,10%
PT5	New interurban bus lines	35,71%
HI9	Online and real-time information at stops and hubs	30,95%
AS2	Implementation of the Vic Plain Cycling Routes Plan	30,95%
PT3	Clockface timetables for bus–bus and bus–train	26,19%
PT7	DRT in rural or low-density areas	26,19%

**These 11 actions will form the backbone of the initial implementation phase of the IAP and help build confidence in the new mobility model.**

**7.**

# **Implementation Framework**

Governance, Timeline Planning,  
Financing and Monitoring of the IAP

**7**

## 7.1. IMPLEMENTATION FRAMEWORK

### 7.1.1. Responsibilities

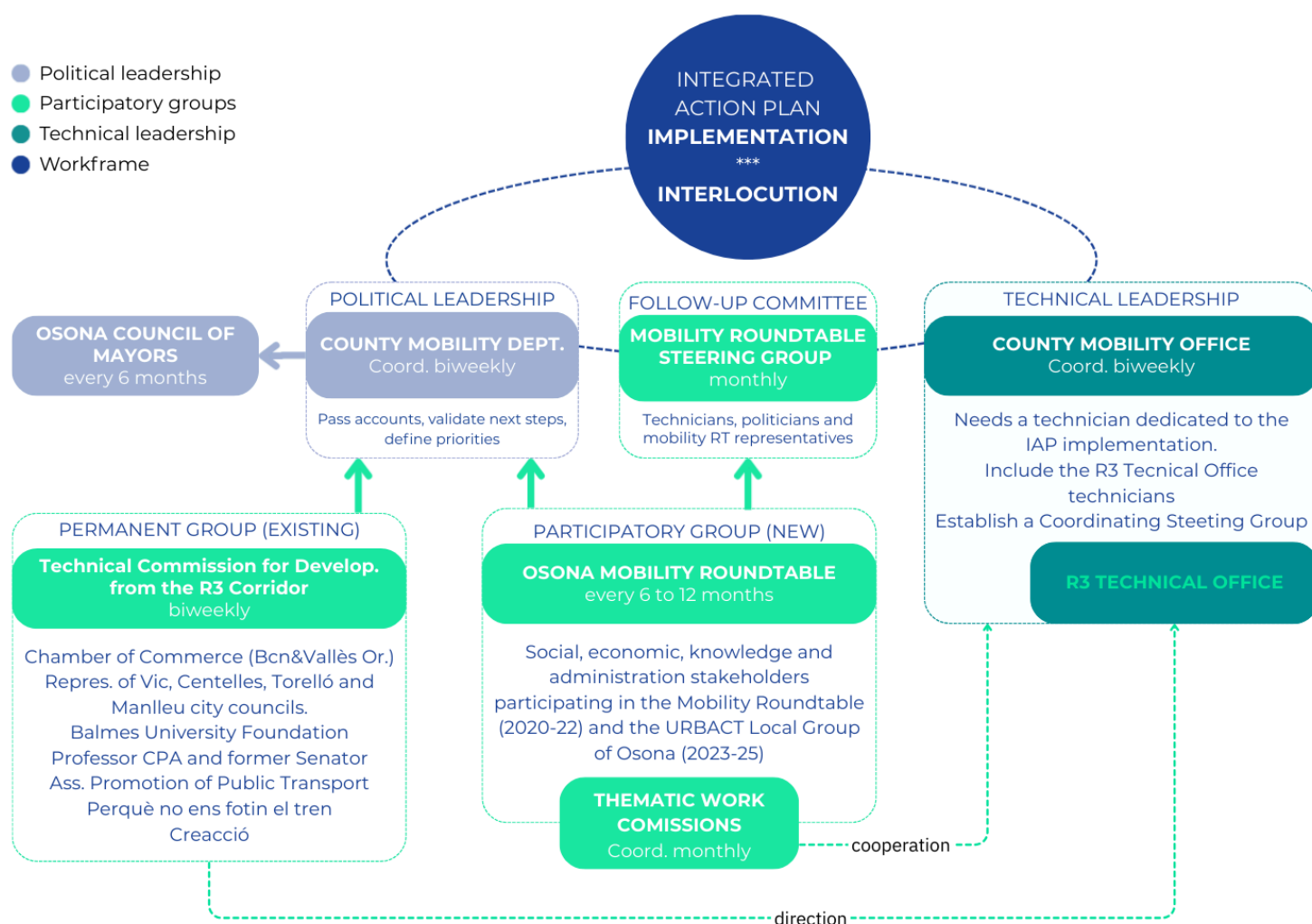
The implementation of the IAP is shared, and each action has a designated responsible body and collaborating agents, which will be reviewed at the outset to ensure appropriate competencies and resources.

The **Osona County Council**, through the future **County Mobility Office**, coordinates the overall Plan, acts as interlocutor with the Government of Catalonia (bus 2028 and R3 railway), and provides technical support to municipalities. **Municipalities** lead actions related to public space, the cycling network, paths, local information and proximity services.

The **Department of Territory and the ATM** are responsible for the new bus system, bus–train coordination and integrated information; and the R3 Technical Office promotes and monitors railway improvements. Operators, cooperatives and social entities support specific areas such as demand-responsive transport, carsharing or awareness raising.

### 7.1.2. Governance

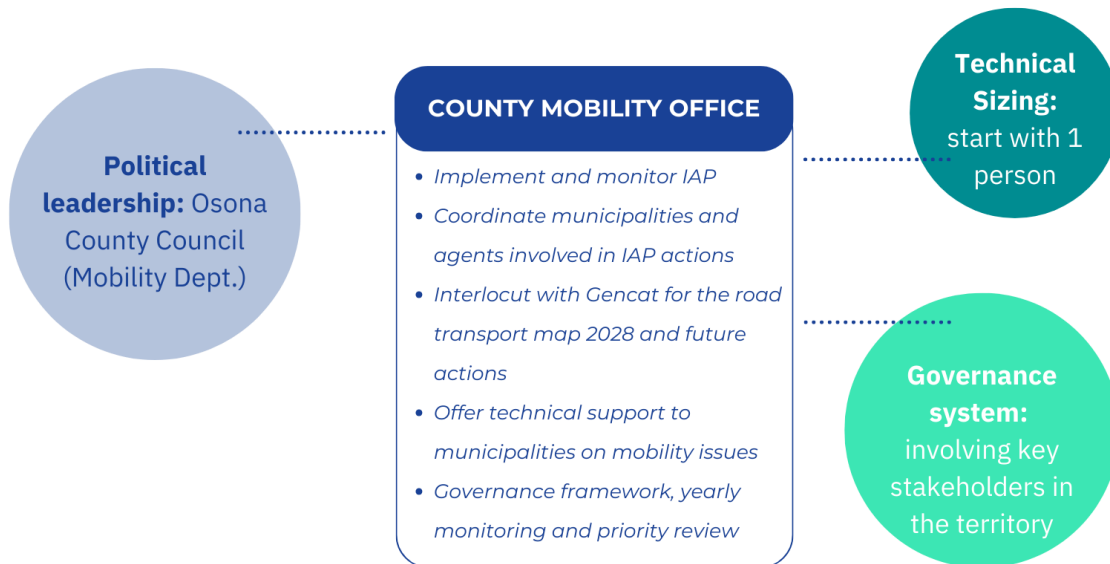
For the implementation and monitoring of the IAP, the following governance structure is proposed:



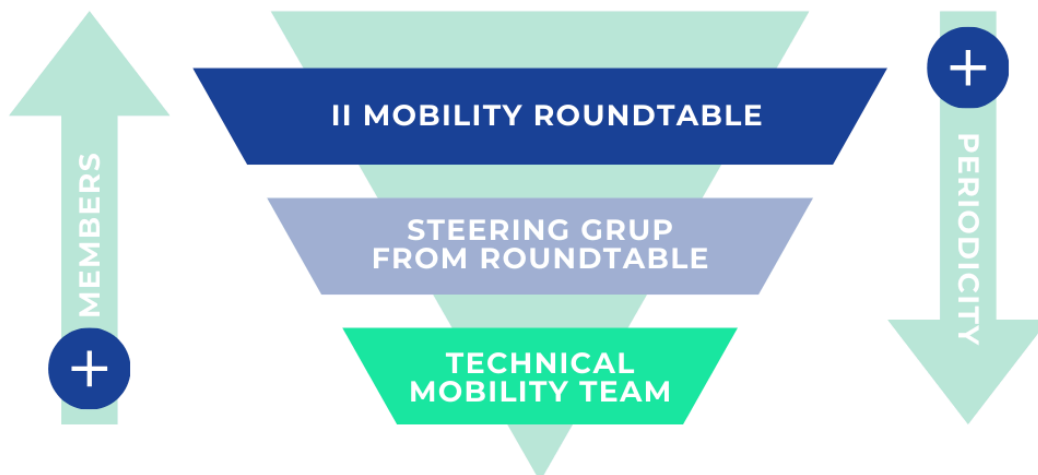


### 7.1.3. Continuity of work and participation

To ensure continuity, the IAP foresees the creation of a **County Mobility Office**, initially with one full-time technician and baseline municipal funding, which is expected to expand progressively with contributions from the Provincial Council, the Government of Catalonia and European funds. The Office will coordinate with the R3 Technical Office and act as the technical reference point for the territory.



The **URBACT Local Group** will evolve into a **Second Osona Mobility Roundtable**, stable and resourced, with a **Steering Group and thematic working groups**. This space will discuss the state of mobility, monitor implementation, re-prioritise actions and ensure the participation of municipalities, civil society entities, the business sector and the knowledge sphere.



The **Mobility Roundtable is conceived at two levels**: a more open level with plenary sessions at a longer cycle, and a **Steering Group of the Roundtable** that meets frequently enough to maintain momentum and representation of the territory, including municipal, supra-municipal and supra-county profiles, civil society, academia and business.

## 7.2. FINANCIAL MATTERS AND FUNDING

### 7.2.1. Cost

As an indicative figure, *the estimated total cost of implementing the IAP is €65.6 million* in direct expenditure for the territory.

Most of the budget (more than **95%**) corresponds to structural (**hard**) actions — infrastructure, physical improvements and equipment — whereas organisational, communication and planning actions (**soft**) account for around **3.5%**. The costs listed in the action sheets are indicative and should be reviewed before implementation.

#### PLAN COST STRUCTURE



The calculation excludes the costs of actions under external competences (R3, new interurban bus system, fare unification), although the Plan foresees **limited local co-funding** and active monitoring of these investments. The indicative distribution of costs between municipal, county and external co-financing is shown in the accompanying graphic.

*Although long-term actions represent less than 13% of all actions, they concentrate 65% of the associated cost.*

### 7.2.2. Funding

The funding strategy focuses on consolidating the Office as an **active agent for fundraising**, combining own resources — particularly for smaller actions — with grants and external funds for larger structural interventions.

The action sheets reflect several European programmes — such as **ERDF, Horizon Europe, Digital Europe or ESPON** — that may finance both specific projects and technical staff linked to their development. Complementary funding is also identified through the **Barcelona Provincial Council's Service Catalogue**, the Government of Catalonia or organisations such as the Spanish Railway Foundation.

## 7.3. TIMELINE

The IAP calendar is organised into three main phases, plus a set of recurring actions that keep the project active.

- **Short term (2025–2026):** This first phase lays the foundations of the Plan. The **County Mobility Office** is created and consolidated; the Mobility Strategy is communicated; and the first visible actions that build trust are activated — such as local public transport information points and educational and awareness programmes. Technical support to municipalities also begins.
- **Medium term (2026–2029):** This consolidation phase focuses on projects requiring coordination between administrations. It includes the implementation of the Vic Plain Cycling Network, the formalisation and equipping of non-rail hubs, the renewal of rural bus stops and the deployment of electric charging infrastructure. Progress also continues on the **new interurban bus system planned for 2028**.
- **Long term (2029–2035):** This phase comprises structural actions requiring sustained processes of design, funding and execution. Highlights include the full intermodality of R3 stations, the **north–south cycling corridor**, and the **railway improvements** associated with the R3 corridor as a whole. These projects are technically and financially significant and will be deployed throughout the decade.
- **Recurring (cyclical) actions:** In parallel, the Plan incorporates short-cycle actions that are repeated periodically. These include **communication campaigns**, educational activities and mobility assessments, which ensure coherence and allow the Plan to adapt to the evolution of the territory and its population.

CODE	GOVERNANCE AND BEHAVIOURAL CHANGE	1-6 2025	7-12 2025	1-6 2026	7-12 2026	1-6 2027	7-12 2027	1-6 2028	7-12 2028	1-6 2029	7-12 2029	1-6 2030	7-12 2030	2031	2032	2033	2034	2035
CC1	COMMUNICATION OF OSONA'S MOBILITY STRATEGY																	
CC2	CONSOLIDATION OF THE OSONA MOBILITY OFFICE																	
CC3	FORMATION OF THE OSONA MOBILITY ROUNDTABLE																	
CC4	DATA MANAGEMENT AND AUTONOMY																	
CC5	PERIODIC MOBILITY ANALYSES																	
CC6	COUNTY-WIDE BEHAVIOURAL CHANGE CAMPAIGNS																	
CC7	SUP.COMPANIES IN IMPROVING WORKPLACE MOBILITY																	
CC8	MOBILITY MANUAL FOR EVENT ORGANISERS																	
CC9	EDUCATIONAL ACTIVITIES AND BIKEBUS																	
CODE	HUBS AND INTERMODALITY	1-6 2025	7-12 2025	1-6 2026	7-12 2026	1-6 2027	7-12 2027	1-6 2028	7-12 2028	1-6 2029	7-12 2029	1-6 2030	7-12 2030	2031	2032	2033	2034	2035
HI1	UNIFIED FARE ZONE																	
HI2	INTERMODALITY AT R3 STATIONS																	
HI3	BUS–TRAIN COORDINATION OF TIMETABLES AND STOPS																	
HI4	INTEGRATED MOBILITY A CULTURAL INFORMATION AT HUBS																	
HI5	IMPROVEMENT OF RAILWAY SERVICE ON THE R3 CORRIDOR																	
HI6	MAINTENANCE AND ACTIVATION OF STATION SPACES																	
HI7	CONSOLIDATION OF NON-RAIL INTERMODALITY HUBS																	
HI8	RENEWAL OF RURAL BUS STOPS																	
HI9	ONLINE AND REAL-TIME INFORMATION AT STOPS AND HUBS																	
CODE	INTERURBAN BUS SYSTEM	1-6 2025	7-12 2025	1-6 2026	7-12 2026	1-6 2027	7-12 2027	1-6 2028	7-12 2028	1-6 2029	7-12 2029	1-6 2030	7-12 2030	2031	2032	2033	2034	2035
PT1	MUNICIPAL PUBLIC TRANSPORT INFORMATION POINTS																	
PT2	HIERARCHISATION OF THE BUS SYSTEM																	
PT3	CLOCKFACE TIMETABLES, BUS–BUS & BUS–TRAIN SERVICES																	
PT4	OPTIMISATION AND SIMPLIFICATION OF BUS ROUTES																	
PT5	NEW INTERURBAN BUS ROUTES																	
PT6	DRT STOPS ON REGULAR ROUTES																	
PT7	DRT TRANSPORT IN RURAL OR LOW-DENSITY AREAS																	
PT8	SYNERGIES WITH SCHOOL BUS SERVICES																	
PT9	CLEAR NAMING AND TIMETABLES FOR ROUTES																	
PT10	IMPROVEMENTS TO THE DRT MANAGEMENT APP																	
PT11	DISSEMINATION OF 2028 INTERURBAN TRANSPORT MAP																	
CODE	ACTIVE AND SHARED MOBILITY	1-6 2025	7-12 2025	1-6 2026	7-12 2026	1-6 2027	7-12 2027	1-6 2028	7-12 2028	1-6 2029	7-12 2029	1-6 2030	7-12 2030	2031	2032	2033	2034	2035
AS1	NORTH–SOUTH CYCLING AXIS FROM ORÍS TO AIGUAFREDA																	
AS2	IMPLEMENT. OF VIC PLAIN CYCLING ROUTES MASTER PLAN																	
AS3	CONNECTION OF URBAN-INTERURB. CYCLING NETWORKS																	
AS4	IMPROVEMENT OF EXISTING NODES AND PATHS																	
AS5	SHARED BICYCLE SERVICE																	
AS6	RURAL LEISURE AND CULTURAL CYCLING ROUTES																	
AS7	APP FOR CARPOOLING																	
AS8	ELECTRIC CHARGING INFRASTRUCTURE																	
AS9	INTEGRATION OF BICYCLES& PMDS IN PUBLIC TRANSPORT																	
AS10	JOINT TAXI SERVICES BETWEEN NEIG.MUNICIPALITIES																	

## 7.4.MONITORING, EVALUATION AND RISK MANAGEMENT

**Monitoring of the IAP will be carried out by the Osona Socioeconomic Observatory, which will integrate key indicators into its reports and present them to the Mobility Roundtable.**

At a general level, the evolution of the **main indicators of sustainable mobility will be evaluated annually**. Each **action will also have specific indicators activated** at the moment of implementation.

### 7.4.1. General IAP indicators

The main indicator will be the **modal mobility share**, with the objective of reducing private car use and increasing public transport, active mobility and shared mobility by 2035, as shown in the modal shift chart.

The **10 core indicators** for monitoring this IAP are:

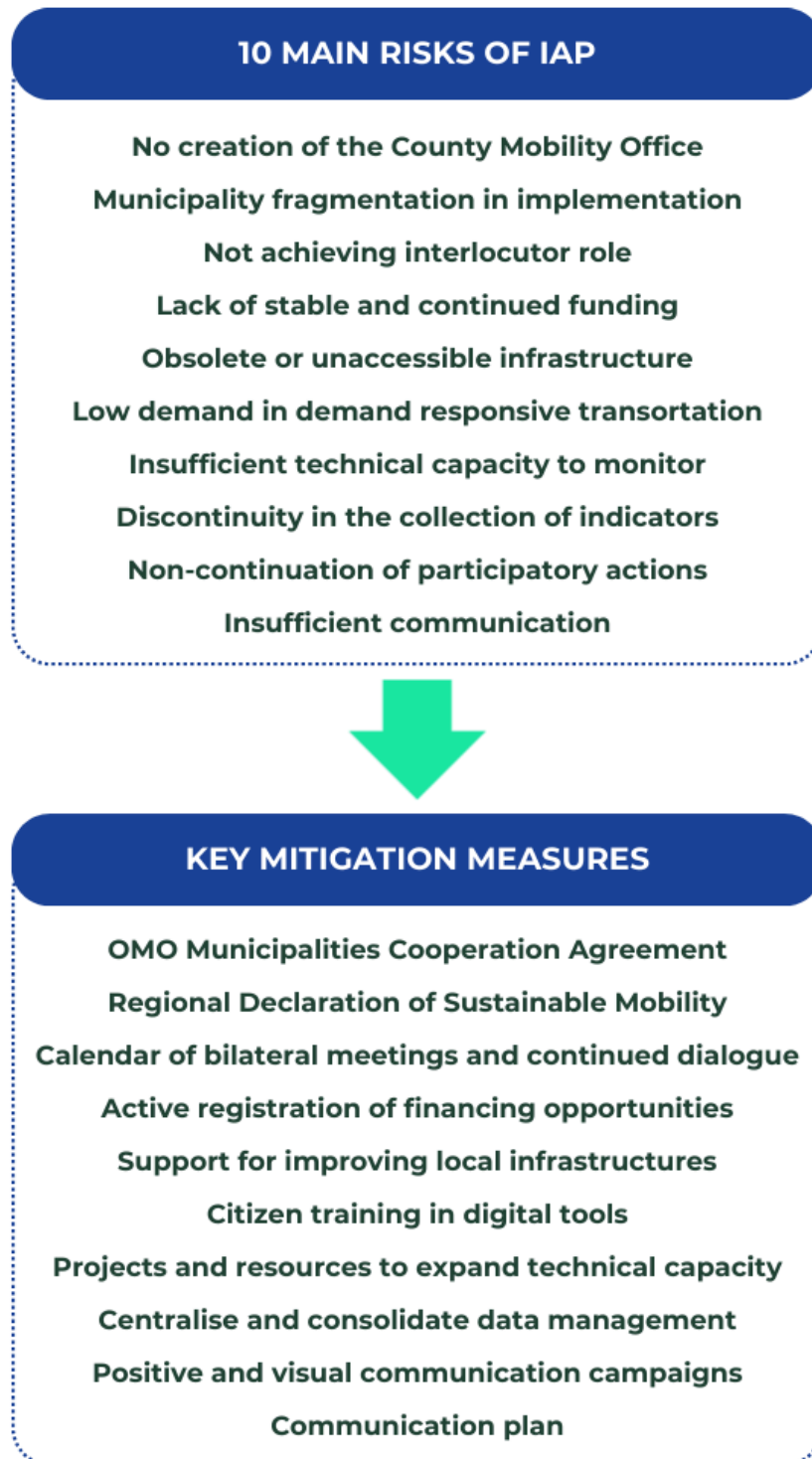
Indicator	Source	Freq.
<b>Modal share in Osona and Lluçanès</b> (in %, by mode) – <i>Target 10% PT</i>	<i>Specific studies and EMQ</i>	2-5 years
<b>Train validations per inhabitant</b> (absolute number and ratio)	<i>Adif / Rodalies Catalunya</i>	Annual
<b>Interurban bus validations per inhabitant</b> (absolute number and ratio)	<i>CGIM</i>	Annual
<b>Annual DRT requests</b> (absolute and per line)	<i>CGIM</i>	Annual
<b>Number of people per moving vehicle</b> (coefficient)	<i>Specific studies and EMQ</i>	2-5 anys
<b>Índex de motorització</b> (Coefficient)	<i>Local administrations</i>	Annual
<b>Number of electric vehicles</b> (private and sharing)	<i>Local administrations and carsharing cooperatives</i>	Annual
<b>Private vehicle registrations</b> (absolute number, renewal and electrification of fleet)	<i>Ministry of Transport</i>	Annual
<b>County-level cycling routes</b> (km and increase in km)	<i>Local administrations</i>	Annual
<b>Evolution of air quality</b> (particle type and monitoring)	<i>Government of Catalonia</i>	Annual

**The detailed indicators for each action are provided in the technical sheets and will be reviewed periodically by the Monitoring Committee and the Mobility Roundtable.**

## 7.4.2. Risk management

The Plan has also identified the main risks in governance, funding, public transport, data and citizen participation, as well as the main mitigation measures, summarised in the risk chart.

**Risks may increase if implementation turns out to be slower and more complex than expected. Likewise, they may decrease if implementation accelerates** (especially through increased resources) and results appear earlier or more strongly than expected.



# 8.

## Conclusion

The IAP as the result of a process and the starting point for change





## 8.1. CONCLUSIONS OF THE INTEGRATED ACTION PLAN

**This IAP marks the beginning of a profound shift towards more sustainable mobility in Osona. It is the result of collective work that has enabled the territory to gain maturity, coordination capacity and a shared vision of how we want to move in our everyday lives, ensuring equal opportunities, air quality, health and sustainability.**

The IAP places county-level coordination at the centre and establishes a clear pathway from planning to action. All of this must be accompanied by rigorous data monitoring and indicators to measure progress and adjust the course when necessary. This process, born within the URBACT programme, has also been a collective learning experience: we have learned to listen to each other, to coordinate better, to base decisions on evidence and to overcome assumptions, resulting in a more mature team with a broader perspective and new tools for future strategic challenges.

## 8.2. IMMEDIATE NEXT STEPS

The launch of the IAP aligns with the prioritisation agreed by the URBACT Local Group, which places at the top the creation of the Osona Mobility Office, along with the establishment of the Second Mobility Roundtable, and the deployment of an information campaign to publicise the sustainable mobility strategy.

Communication of the strategy will include a public presentation addressed to the media and citizens, and digital open access to all documents produced. In parallel, dedicated outreach will be carried out for municipalities and local governments of Osona and Lluçanès, including proximity talks and printed materials to support internal adoption. The message will also be delivered to key administrations — Barcelona Provincial Council and the Department of Territory — as well as local stakeholders, community groups and municipal departments, to ensure broad understanding and acceptance of the IAP's vision and strategies, strengthening trust and alignment.

Once governance is established, with an active technical team and the strategy communicated, the first actions will focus on short-term, locally-led objectives to build confidence in the IAP: opening municipal public transport information points, updating maps and local information channels, launching pilots such as the shared rural taxi, a shared-journey app or targeted improvements to existing cycling paths.

In parallel, work will begin on long-term actions dependent on third parties: presenting and advocating to the Government of Catalonia and the ATM the proposal for the new 2028 interurban bus system — bus–train coordination and clockface timetables, optimisation of routes, new lines and real-time information — and promoting fare-zone unification.

## 8.3. LESSONS LEARNED FROM PARTICIPATION IN THE NETWORK

Joining the URBACT Programme as newcomers while also assuming the role of Lead Partner accelerated our learning curve and strengthened our team. We have consolidated participation methodologies (the Local Group has more than 40 members), strengthened our coordination and governance capacity (Mobility Office and Mobility Roundtable), and moved from generic messages to evidence-based decisions with a robust monitoring framework.

We have learned from partners working in very different contexts, compared ideas, and as a result, we are now a more mature and better-equipped team with new tools to address strategic challenges extending beyond mobility in urban-rural environments.

We have taken a step forward in managing and designing participatory dynamics and strengthened our capacity to build consensus with all actors, such as in the case of the proposal for the new 2028 interurban bus system, and in defining the governance framework required to implement the IAP.

Working in constant dialogue has allowed us to build mutual trust with many members of the Local Group, which will be key in the implementation phase. The URBACT Local Group of Osona has far exceeded expectations, with more than 130 attendees in some sessions.

The process has also tested our technical capacity and allowed us to identify — honestly — the gap we need to close in order to implement the Plan. Above all, the holistic perspective has been essential: we have overcome clichés and initial inertia thanks to solid knowledge, based on data and objective criteria, giving meaning and support to the 39 actions that from January 2026 onwards we will set out to implement.



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## Reference documents:

Throughout the project, several reference documents have been produced that generate valuable knowledge of the territory and are available on the [Creacció/URBACT website](#):

*Railway proposal for the development of the R3 corridor (latest version)*

*Analysis of the state of Osona's stations*

*Assessment of public transport supply potential in Osona*

*Proposal for a new interurban bus network for Osona and Lluçanès*

*Study of timetables and work shifts in Osona and Lluçanès industrial estates*

*Evaluation of the impact of timetable changes on bus line 487*

*Review and update of the Cycling Network Plan for the Vic Plain*

*Study to promote shared workplace mobility*

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