

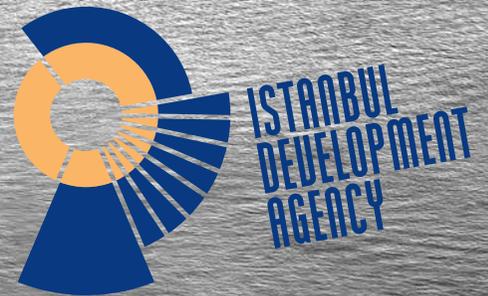


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2010-2013

ISTANBUL REGIONAL PLAN





2010-2013 ISTANBUL REGIONAL PLAN

Introducing the socio-economic development trends, prioritized intervention areas and sectoral targets of Istanbul Region , 2010-2013 Istanbul Regional¹ Plan aims at sustainable regional development, efficient and effective use of resources. In order to ensure the socio-economic development of Istanbul Region, the Plan determines the relationship between the local activities and the national plans, policies and strategies. Hence, the Regional Plan is a macro scale plan which orientates the local development plans as well as the strategic plans of the local institutions.

The Plan had been prepared by Istanbul Development Agency with the participation and contribution of the relevant stakeholders in the Region, and was approved on December 1, 2010 by State Planning Organization (restructured as Ministry of Development on July 8, 2011).

As established on November 10, 2008 and has become active since the second half of 2009, Istanbul Development Agency is responsible for implementing regional plans and programmes which is emphasized in Law No. 5449. Therefore, the Agency acts to accelerate the regional development through strategic goals and objectives of the 2010-2013 Istanbul Regional Plan, in accordance with the principles and policies of the national development plan and programmes.

¹ Istanbul is identified as “region” at all three levels of Nomenclature of Territorial Units for Statistics (NUTS); namely TR1 Istanbul, TR10 Istanbul and TR100 Istanbul Region. While the term “region” covers the similar boundaries, it generally refers to TR10 Istanbul Region and the regional comparisons are usually based on NUTS-2 regions in the 2010-2013 Istanbul Regional Plan.

A PLANNING PRINCIPLES

A good planning requires methodological approach describing the steps towards optimum solutions. Hence, 2010-2013 Istanbul Regional Plan had been prepared;

- with a “comprehensive” approach, assessing all important impacts and alternatives,
- with “efficient” use of all resources, especially time and human resources
- with an “inclusive” point of view, involving individuals who will be affected by the Plan
- following “informative” and “transparent” processes through sharing the methods and mechanisms with the relevant people
- with a “holistic” approach that the short-term decisions support the long-term strategic goals.

Participatory approach has been concerned in each phase of the planning process in order to ensure local adoption, sustainability and efficiency and to facilitate implementation; all strategic goals and objectives of the Plan were determined by the stakeholders.

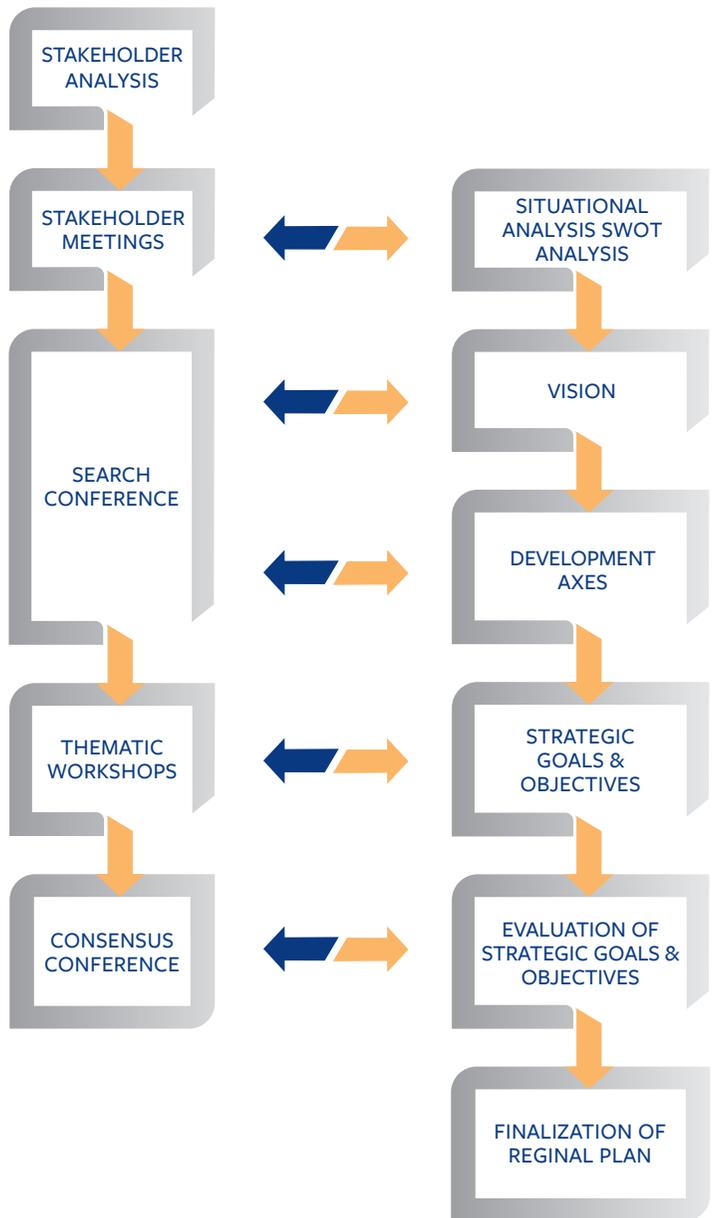




B BACKGROUND – THE PLANNING PROCESS

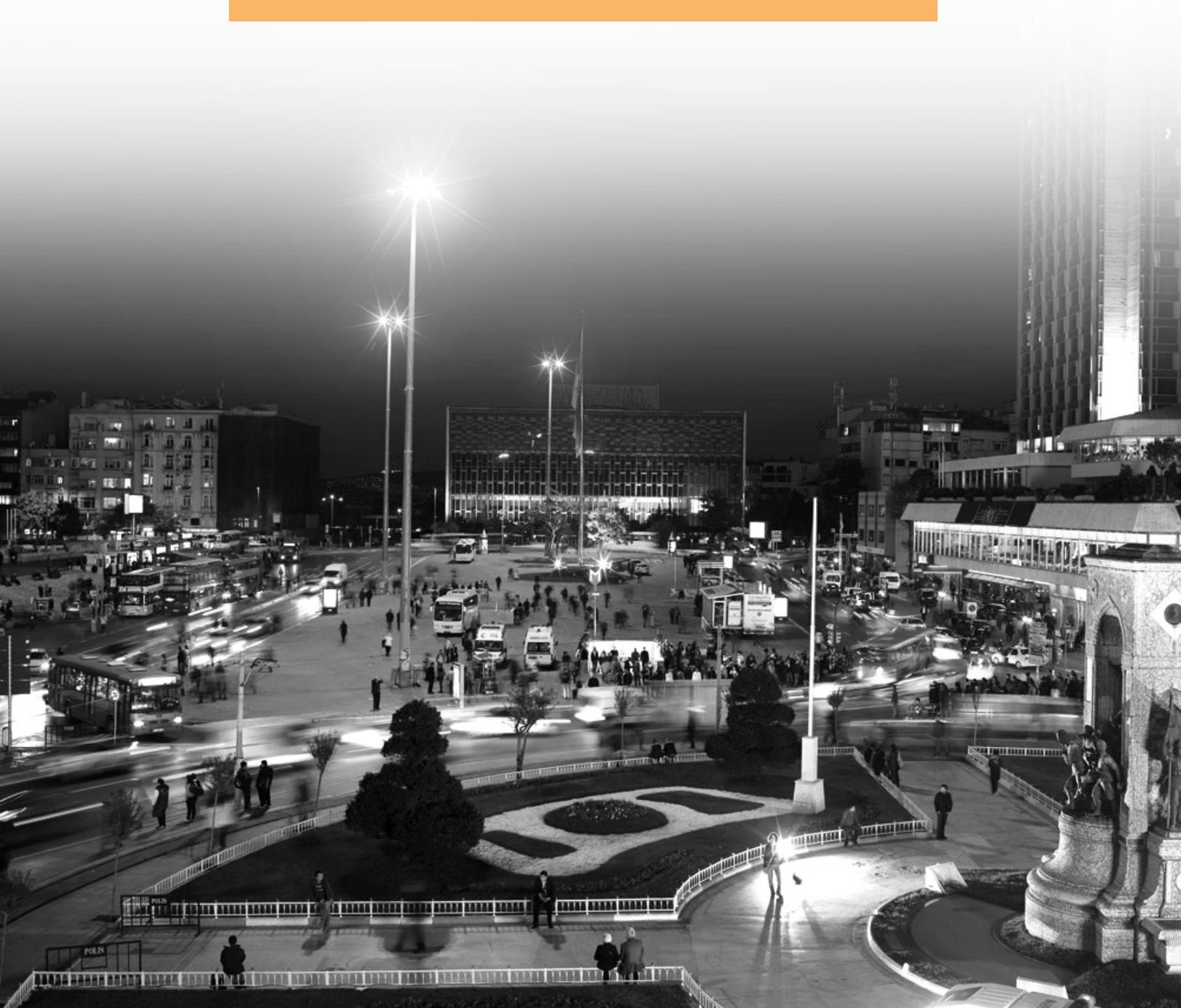
PARTICIPATORY PROCESS

REGIONAL PLAN

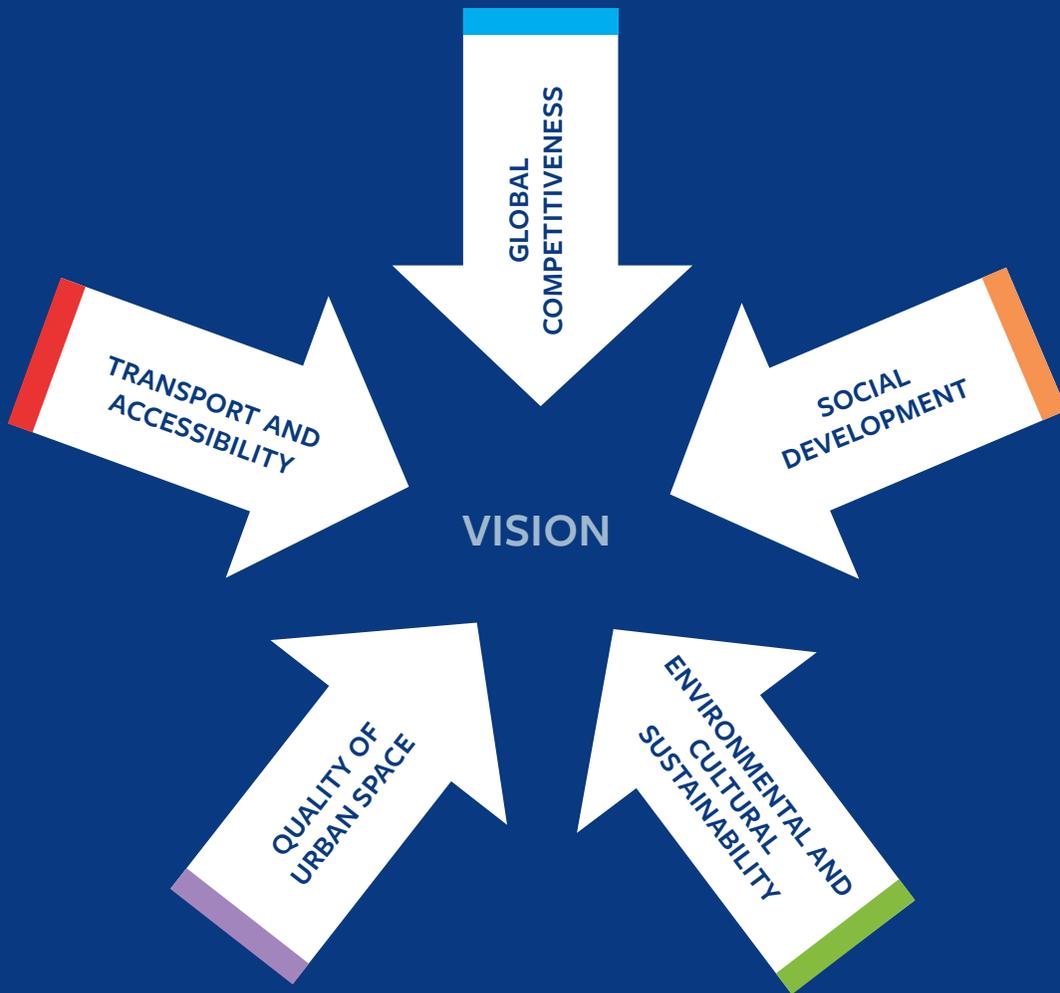


C VISION

ISTANBUL, a city to live,
conserving its cultural, historical and natural heritage;
choosing high value added economic activities;
raising living standards continuously.



D DEVELOPMENT AXES







GLOBAL COMPETITIVENESS

It is aimed to support high value added economic activities in order to enhance the global competitive power of Istanbul Region. Hence, within the global competitiveness development axis, the strategies based on knowledge, innovativeness, creativity and attractiveness of the Region are adopted. The strategic goals primarily include objectives such as the growth of services economy with the leading sub-sectors of tourism, finance and logistics; the improvement of high value added structure of industry and quality of labour force, enhancement of creative industries and integration to the global economy.

1.1. STRATEGIC GOALS AND OBJECTIVES

Strategic Goal 1.1. Improving the services sector and increasing its share in economy

- Objective 1. Promoting the development of services sectors with competitive advantage
- Objective 2. Raising productivity and the share of added value in services sector
- Objective 3. Increasing the share of services sector in employment
- Objective 4. Stimulating clustering in services sector
- Objective 5. Strengthening the existing infrastructure of services sector and extending the utilization of information and communication technologies
- Objective 6. Fostering entrepreneurship in services sector
- Objective 7. Enhancing the institutional capacity and supporting institutionalization in services sector
- Objective 8. Improving communication and collaboration between public institutions and services sector
- Objective 9. Strengthening the accessibility of services sector to national and international financial resources

Strategic Goal 1.2. Supporting an industrial structure producing higher added value and using high-technology

- Objective 1. Promoting the clustering of technology-intensive industrial production which fosters the services sector in organized industrial zones, and supporting its development
- Objective 2. Encouraging the management, organization, R&D, design and marketing units of industry to locate in the Region
- Objective 3. Enhancing communication and collaboration among public institutions, industry and universities
- Objective 4. Encouraging R&D, innovation and branding in the industry with low and medium technology

Strategic Goal 1.3. Transforming Istanbul Region into a science and technology hub

- Objective 1. Encouraging R&D, technology and innovation, and supporting high value-added innovative enterprises
- Objective 2. Developing centers (technology development centers, technology development regions, innovation relay centers, centers of excellence, technology incubators, etc...) established through the collaboration between universities and business world for R&D, innovation and technology
- Objective 3. Improving the quantity and quality of scholars, attracting qualified native and foreign scholars to the Region and enhancing the mobility of scholars
- Objective 4. Strengthening the informatics infrastructure of the Region
- Objective 5. Adding economic value to the science and technology created in the Region by expanding its utilization

Strategic Goal 1.4. Improving the quality of labour in accordance with the requirements of high value-added economic activities

- Objective 1. Determining and assessing labour requirements for economic transformation periodically in order to increase global competitive power of the Region
- Objective 2. Providing standardization and certification by developing professional qualifications and standards
- Objective 3. Strengthening cooperation among public institutions, private sector and NGOs in order to determine education curriculum and its implementation framework as well as to improve the labour force qualifications

Strategic Goal 1.5. Enhancing integration of the Region to the global economy

- Objective 1. Determining and promoting the investment opportunities and raising foreign investment volume in the Region
- Objective 2. Supporting corporations of domestic and foreign enterprises
- Objective 3. Increasing the exports volume of goods and services
- Objective 4. Stimulating the integration of enterprises to global value chains and acquisition of high value-added functions
- Objective 5. Supporting branding

Strategic Goal 1.6. The Region to be international financial center

- Objective 1. Promoting and creating the image of Istanbul International Financial Center

- Objective 2. Improving the collaboration between public institutions and finance sector organizations in the Region
- Objective 3. Strengthening technological and physical infrastructure
- Objective 4. Improving human resources in finance sector
- Objective 5. Increasing variety of financial products and services

Strategic Goal 1.7. The Region to be a global center of attraction in tourism

- Objective 1. Making Istanbul a trademark city and promoting internationally
- Objective 2. Increasing diversity by expanding tourism regionwide and extending tourism season to whole year
- Objective 3. Increasing the visitors' average duration of stay through integrating different tourism types
- Objective 4. Raising quality and accessibility of tourism services
- Objective 5. Enhancing the quality and quantity of tourism infrastructure

Strategic Goal 1.8. Increasing the competitive power of logistics sector

- Objective 1. Making long-term logistics planning in accordance with the spatial development of the Region and developing the physical infrastructure
- Objective 2. Ensuring railway, port and airport interconnections by gathering logistics activities scattered in the Region at the reasonable areas
- Objective 3. Providing railway interconnections by developing the capacities of eligible ports and airports, and improving combined transportation infrastructure of the Region

- Objective 4. Developing occupational standards of logistics, analyzing and, through appropriate education policies, meeting the employment requirements of the sector
- Objective 5. Supporting R&D and technology development activities in logistics sector, encouraging utilization of high-technology and innovation
- Objective 6. Developing service standards of the logistics firms
- Objective 7. Ensuring logistics firms to develop more effective planning and decision-making processes considering supply chain management approach
- Objective 8. Ensuring institutionalization of the logistics firms and developing the marketing capacity

Strategic Goal 1.9. Fostering creative industries

- Objective 1. Determining the potential of the Region in terms of creative industries
- Objective 2. Improving the capacity of employees and attracting the related human resources to the Region
- Objective 3. Supporting inter-sectoral communication and collaboration on the basis of reinforcing creativeness and encouraging clustering
- Objective 4. Supporting entrepreneurship and branding
- Objective 5. Raising international, national and local events
- Objective 6. Developing collaboration between educational institutions and sectors in order to educate individuals through the required knowledge, skills and qualifications
- Objective 7. Supporting R&D and innovation, and developing Information Sharing Network
- Objective 8. Protecting intellectual property rights

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2

SOCIAL DEVELOPMENT

In order for improving the quality of life and making Istanbul Region more livable via ensuring social development; miscellaneous strategic goals and objectives are developed on the fundamental intervention areas such as urban consciousness, social awareness, education, health, social inclusion, governance, urban safety and security, employment.

2.1. STRATEGIC GOALS AND OBJECTIVES

Strategic Goal 2.1. Improving urban consciousness and urban life style of Istanbul

- Objective 1. Increasing awareness on historical and cultural values of the city as well as the rights and responsibilities of urban dwellers
- Objective 2. Promoting the sense of belonging to the city and accelerating the social cohesion
- Objective 3. Improving activities of public institutions, NGOs and media on awareness-raising for the protection of urban utilities and environment, disaster management, education, health, ageing, gender equality and domestic violence, culture, transportation etc.
- Objective 4. Improving the symbolic and cultural capital unique to the Region.

Strategic Goal 2.2. Increasing the access to and quality of education

- Objective 1. Preventing school dropouts and non-attendance, and increasing enrolment rates
- Objective 2. Decreasing the number of students per teacher and class, and reducing the disparities within the Region
- Objective 3. Improving equality of opportunity in education

- Objective 4. Increasing the rate of literate people in the Region
- Objective 5. Promoting quality assurance and accreditation in higher education institutions and programs
- Objective 6. Increasing research and publication incentives for academic staff
- Objective 7. Expanding vocational and soft skill trainings, increasing participation and ensuring equality of opportunity
- Objective 8. Expanding special education opportunities for physically and mentally disabled people

Strategic Goal 2.3. Protecting community health and improving health services provision

- Objective 1. Improving the quality and quantity of health personnel and service infrastructure
- Objective 2. Increasing access to health services and reducing intra-regional disparities in terms of the spatial distribution of health services
- Objective 3. Developing community health consciousness and awareness on patient rights
- Objective 4. Strengthening primary level health care services and accelerating the betterment of maternal and child health indicators
- Objective 5. Strengthening coordination and cooperation among public institutions, private sector, local governments and universities providing health services
- Objective 6. Strengthening IT infrastructure and ensuring effective utilization of IT technologies in the provision and follow-up of health services

Strategic Goal 2.4. Preventing social exclusion

- Objective 1. Identifying social risk groups and disadvantaged people, and analyzing the deprivation situation
- Objective 2. Enabling the entrance of social risk groups and disadvantaged women, young people and the disabled into the labour markets

- Objective 3. Ensuring social and economic integration of immigrants
- Objective 4. Improving the access to and quality of social services and social aids
- Objective 5. Ensuring effective utilization of IT technologies in the provision of social services and social aids
- Objective 6. Strengthening the labour of disadvantaged groups by means of alternative products and services
- Objective 7. Ensuring the rehabilitation and schooling of children on streets, children with drug addiction and children inclined to crime
- Objective 8. Directing children and young people under risk to sports, social and cultural activities
- Objective 9. Strengthening women's social status and preventing domestic violence
- Objective 10. Improving access of social risk groups and disadvantaged people to urban services such as education, health and transportation
- Objective 11. Strengthening communication among the social service providers and beneficiaries

Strategic Goal 2.5. Developing local networks, increasing participation and cooperation

- Objective 1. Ensuring information and data sharing among local institutions and bodies, and promoting the development of common database and urban information systems
- Objective 2. Encouraging local institutions and bodies to participate in global networks and develop regional networks
- Objective 3. Ensuring active participation of stakeholders to consultation and decision making processes at every stage of local strategic governance
- Objective 4. Publicizing the decisions taken at local level in accordance with the principles of transparency and accountability
- Objective 5. Developing platforms for cooperation and dialogue among the institutions, and encouraging partnerships in project development
- Objective 6. Encouraging private sector to take role in social responsibility projects

- Objective 7. Building the sense of volunteerism in the society and empowering civil society
- Objective 8. Improving the capabilities of individuals so as to increase their participation in planning and implementation processes

Strategic Goal 2.6. Strengthening the institutional capacity of public institutions and NGOs

- Objective 1. Conducting needs assessment analyses so as to determine service demand, particularly in social services sector, and taking measures to prevent duplications in service provision
- Objective 2. Developing effective monitoring and evaluation mechanisms
- Objective 3. Developing performance evaluation mechanisms for better quality service provision
- Objective 4. Improving the planning, programming, project development and implementation capacity of the institutions and qualifications of the staff
- Objective 5. Expanding the utilization of IT technologies and enhancing the IT skills of the staff
- Objective 6. Establishing citizen-centric approach in public services

Strategic Goal 2.7. Improving urban safety and security

- Objective 1. Decreasing the crime rates and preventing crime
- Objective 2. Improving the sense of urban safety
- Objective 3. Increasing cooperation between security forces and local communities
- Objective 4. Developing support services for individuals exposed to violence

- Objective 5. Supporting re-integration of ex-convicts to the society
- Objective 6. Increasing knowledge and awareness of the society on crime and punishment legislation
- Objective 7. Expanding the utilization of IT technologies in security services

Strategic Goal 2.8. Decreasing unemployment

- Objective 1. Encouraging registered employment.
- Objective 2. Promoting local and foreign investments which increase employment in services sector
- Objective 3. Conducting periodical needs assessment labour market analyses in the Region and updating education curriculum accordingly
- Objective 4. Ensuring standardization and certification via developing vocational qualification standards
- Objective 5. Mitigating negative perceptions in the society and increasing the credibility of vocational education
- Objective 6. Improving the knowledge, skills and abilities of young people so as to ease their participation to labour markets, lessening the transition period from education to work and decreasing youth unemployment
- Objective 7. Activating vocational guidance and counseling services
- Objective 8. Supporting youth and women entrepreneurship
- Objective 9. Promoting emigration through developing cooperation with other regions so as to decrease unemployment originated from migration



3

ENVIRONMENTAL AND CULTURAL SUSTAINABILITY

To ensure sustainability through protecting environmental and cultural values in Istanbul, a remarkable region with its unique geography and ecosystem, substantial water resources and forests; strategic interventions in such fields as environmental degradation, energy efficiency, energy consumption, renewable energy, social sensitivity, waste management, conservation of cultural heritage are purposed.

3.1. STRATEGIC GOALS AND OBJECTIVES

Strategic Goal 3.1. Protecting natural resources and environment

- Objective 1. Protecting forests, agricultural land and water basins, and taking ecological structure of the Region into account in land use decisions
- Objective 2. Preventing the facilities with negative impact on the shore environment
- Objective 3. Reforesting the deforested lands
- Objective 4. Determining the size of climate change in the Region, carrying out carbon reduction methods, strategies and plans for adaptation to climate change
- Objective 5. Preventing air pollution and minimizing transportation emissions
- Objective 6. Ensuring the use of water saving designs in all utilities
- Objective 7. Preventing water basin and sea pollution, and improving water quality
- Objective 8. Fostering environment-friendly production
- Objective 9. Raising environmental awareness and improving participatory management and cooperation
- Objective 10. Determining the sources of and reducing noise pollution

Strategic Goal 3.2. Developing and fostering efficient waste management

- Objective 1. Encouraging the minimization of solid waste generation
- Objective 2. Increasing the number of licensed waste collecting firms and fostering the establishment of waste treatment plants
- Objective 3. Fostering the use of organic waste in good quality compost production
- Objective 4. Making the rehabilitation and relocation of regular storage lands in compliance with the international criteria
- Objective 5. Promoting re-use of rain water and industrial filtered waste water in irrigation and cleaning
- Objective 6. Extending re-use of grey water through decomposition in the crowded buildings
- Objective 7. Preventing discharge of waste water into the sea without biological filtration
- Objective 8. Building plants for bilge-ballast water and solid waste discharge

Strategic Goal 3.3. Providing energy efficiency and expanding the usage of clean energy

- Objective 1. Extending energy conservation to all buildings
- Objective 2. Generalizing green buildings and developing green building certificate programmes
- Objective 3. Spreading urban designs on preventing the transformation of the city into a heat island
- Objective 4. Fostering low carbon energy sources and technologies in transportation, residential, industrial and service areas
- Objective 5. Encouraging the use of renewable energy sources

Strategic Goal 3.4. Conserving and developing historical and cultural heritage by considering asset value

- Objective 1. Finalizing culture and tourism inventory and keeping up-to-date
- Objective 2. Raising awareness in the society on conservation of historical and cultural heritage and transferring to the generations to come
- Objective 3. Realizing the implementations (restoration, renovation, rehabilitation etc.) to conserve cultural heritage
- Objective 4. Fostering innovative methods and applications on the protection of cultural heritage
- Objective 5. Training competent technical personnel on conservation
- Objective 6. Evaluating the impacts of re-functioned lands and land use decisions on the abstract and concrete cultural heritage, and preventing negative effects

Strategic Goal 3.5. Carrying out conservation with a holistic approach including both economic and social dimensions

- Objective 1. Improving collaboration among institutions in order to carry out conservation plans integrated with other national and regional planning processes
- Objective 2. Taking measures in conservation plan and projects for preventing social exclusion
- Objective 3. Ensuring the initiation and sustainability of conservation by inhabitants with their own desire
- Objective 4. Integrating historical areas into urban socio-economic life



4

QUALITY OF URBAN SPACE

Within the context of quality of urban space which is shaped by the basic concepts such as social justice, distribution of welfare, cultural identity, quality of life, livability and sustainability; strategically prioritized goals cover especially the efficient spatial distribution of urban functions, sustainable spatial development, elimination of urban risks, improvement of habitats and balanced distribution of urban services in the Region.

4.1. STRATEGIC GOALS AND OBJECTIVES

Strategic Goal 4.1. Using space efficiently in urban function distribution

- Objective 1. Supporting sustainable development of urban macro-form
- Objective 2. Developing and revitalizing sub-centers
- Objective 3. Reducing the pressure on central areas in spatial distribution and relocation of urban functions
- Objective 4. Strengthening the interconnection among the functional areas in the urban system
- Objective 5. Orientating spatial development regarding the natural thresholds, natural risks and cultural values, and reducing the pressure of urbanization on natural and cultural assets
- Objective 6. Supporting mixed use and mixed users profile in the development of settlements in order to strengthen the relationship of urban functions
- Objective 7. Ensuring decisions on land use of new function areas and large-scale investment projects to be taken considering the need for transportation, technical infrastructure and social facilities as well as environmental, spatial, social and economical impacts

Strategic Goal 4.2. Restructuring urban risk areas (areas of depression or disaster, informal settlements, insecure areas, etc.) concerning the originality as well as social, cultural and economic dimensions

- Objective 1. Preparing Istanbul Region Risk Map by defining the urban risk areas and developing alternative approaches to the restructuring of such areas, diversifying implementation tools
- Objective 2. Ensuring the participation of the relevant actors, especially NGOs, professional associations and the inhabitants of the risk areas, to the process
- Objective 3. Realizing the transformation related to urban risks and thresholds and the modification of density and function in line with the regional spatial plan, policies and programs
- Objective 4. Decentralizing the risk areas located in thresholds and built areas, and/or transforming, and/or renewing these areas
- Objective 5. Preventing illegal settlement, and ensuring effective control
- Objective 6. Ensuring efficient use of existing building stock
- Objective 7. Developing renewal areas together with social facilities and ensuring access to these facilities
- Objective 8. Monitoring, controlling and assessing implementation and post-implementation conditions

Strategic Goal 4.3. Improving the current living environment

- Objective 1. Improving the quality and quantity of urban social facility areas
- Objective 2. Eliminating intra-regional bilateral structure, ensuring the balanced distribution of infrastructure and superstructure and the access of society to urban services, reducing the gap between spatial and living conditions
- Objective 3. Improving open and green areas with a holistic approach and ensuring accessibility
- Objective 4. Improving technical infrastructure and supporting its sustainable management

- Objective 5. Ensuring citizen participation to spatial planning, decision-making and implementation processes
- Objective 6. Realizing barrier-free city in all open and closed urban areas in accordance with accessibility for everyone principle

Strategic Goal 4.4. Ensuring high quality and uniqueness in the design of settlements

- Objective 1. Carrying out holistic register and mapping studies of Istanbul's tangible and intangible assets
- Objective 2. Integrating unique urban elements with the contemporary life in urban planning and design, and developing while protecting the urban identity
- Objective 3. Supporting innovative approaches and models within the framework of planning principles
- Objective 4. Increasing urban design skills of the professional groups and supporting their creativity

Strategic Goal 4.5. Activating the disaster management system

- Objective 1. Making institutions and the society conscious of disasters through effective and efficient disaster management training activities, increasing public awareness and ensuring the preparedness of the society to disasters
- Objective 2. Identifying responsibilities and ensuring the coordination of activities related to preparedness, risk reduction, response and recovery before, during and after disaster
- Objective 3. Determining and ensuring effective utilization of the equipment, human and financial resources before and after disaster
- Objective 4. Increasing the capacity of risk reduction by re-establishing the disaster management system, undertaking integrated risk analysis and preparing disaster hazard map



5

TRANSPORT AND ACCESSIBILITY

Within the context of handling urban and intercity transport with a holistic approach and improving access for all; it is targeted that a public transport infrastructure be developed with a predominant role for railway systems and a more efficient maritime transport system, and that current road infrastructure be used in a rational manner. Thus, transport and accessibility development axis focuses on the policies of restricting car usage, and management of travel demand which promotes public transport, walking and cycling.

5.1. STRATEGIC GOALS AND OBJECTIVES

Strategic Goal 5.1. Ensuring the integration of different transport modes and developing a balanced transport system

- Objective 1. Strengthening the links between land use decisions and transport investments by completing the Transport Master Plan and strategies, and updating development (zoning) plans accordingly
- Objective 2. Improving cooperation between institutions concerned with transport system of the Region in order to enhance harmony and interconnection between transport modes
- Objective 3. Extending intermodal terminals so as to interconnect transport modes and supporting by appropriate parking policies
- Objective 4. Developing and expanding the utilization of technologies which facilitate integrated transport
- Objective 5. Developing and implementing proper pricing and incentive policies to enhance balance between transport modes
- Objective 6. Integrating airports with urban and intercity railway systems, particularly with Marmaray
- Objective 7. Integrating ports and piers with railway systems

- Objective 8. Planning and constructing a new central bus terminal in a proper location in the Anatolian side, convenient to be integrated with railway systems, airport and maritime transport
- Objective 9. Prioritizing and increasing the share of railway systems and maritime transport in travels to cross Bosphorus

Strategic Goal 5.2. Developing a public transport system with a predominant role for railway systems

- Objective 1. Preparing an integrated regional strategy in order to develop an integrated and railway based public transport system
- Objective 2. Enhancing opportunities for safe, comfortable and easy access of urban dwellers to the public transport system
- Objective 3. Extending the railway network via prioritizing railway system projects in transport investments
- Objective 4. Ensuring railway based public transport access to other regions by integrating regional railway network with suburban and rapid railway lines
- Objective 5. Enhancing access to finance for railway system infrastructure
- Objective 6. Supporting R&D and technology development activities concerning urban and intercity railway system investments
- Objective 7. Ensuring proper parking planning and pricing policies to support public transport system and expanding “park and ride” initiatives accordingly
- Objective 8. Improving service quality by identifying standards for public transport systems
- Objective 9. Restructuring routes and stops of road based public transport systems such as bus, minibus, taxi in order to improve efficiency of overall public transport system
- Objective 10. Developing and expanding intelligent bus stop systems
- Objective 11. Undertaking special arrangements and improvements in public transport systems in order to increase access of people with limited mobility

Strategic Goal 5.3. Ensuring efficient use of existing transport infrastructure and effective management of transport demand

- Objective 1. Allocating special lanes to public transport vehicles and cycling on the heavily congested sections of the existing road infrastructure and prioritizing public transport on these routes
- Objective 2. Fostering public transport, walking and cycling in the heavily congested urban areas
- Objective 3. Expanding cycling trails and parks in order to promote cycling, developing public bike rent and share systems
- Objective 4. Making urban habitats more convenient for walking and cycling
- Objective 5. Setting up the related arrangements and promoting carpooling
- Objective 6. Promoting and expanding mix land use in order to balance transport demand
- Objective 7. Developing exchange of information, cooperation and common perspective among institutions in Istanbul
- Objective 8. Setting up and periodically updating the common transport database
- Objective 9. Improving institutional capacity through training the staff in transport-related institutions
- Objective 10. Training and informing the society starting from basic education so as to promote use of public transport
- Objective 11. Promoting the use of environment friendly transport modes and services by informing people about environmental impacts of transport modes and their transport preferences
- Objective 12. Increasing participation into transport planning and project development
- Objective 13. Expanding and promoting the use of communication technologies which decrease transport demand
- Objective 14. Developing and promoting policies and approaches to decrease congestion at peak hours of the day and ensuring more even distribution of traffic within the day
- Objective 15. Enhancing traffic safety and surveillance, including the safety of pedestrians and cyclists
- Objective 16. Expanding intelligent transport systems and developing effective transport management